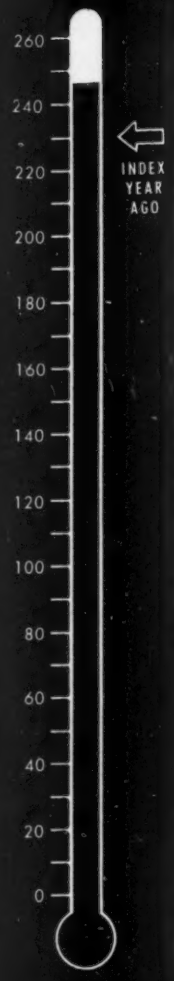
BUSINESS WEEK

Milwaukee
NOT ALL BEER AND SKITTLES
PAGE 102





National Gypsum's Melvin H. Baker: He makes prosperity sound normal (page 182)

A McGRAW-HILL PUBLICATION

NOV. 8, 1952

TWENTY-FIVE CENTS

Basic Bearing Refinements

CUT TRUCK MAINTENANCE!



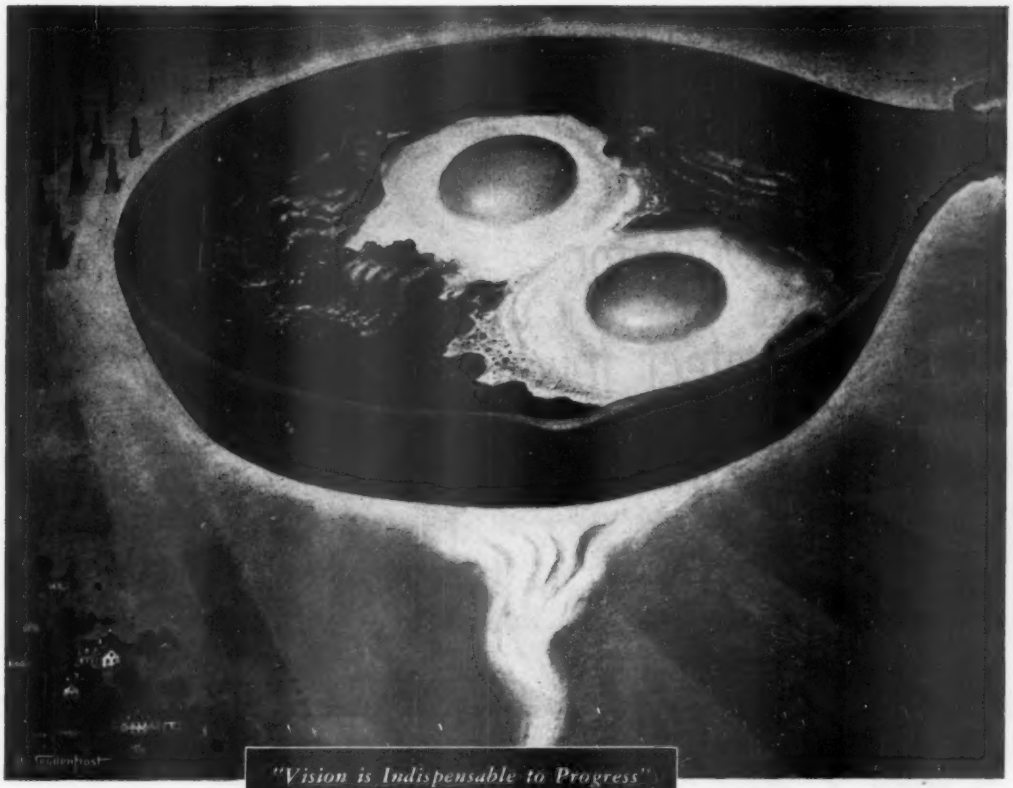
Fundamentally, America's truck owners buy ton-miles! And they want them at the lowest possible cost! That's why wise truck manufacturers who realize the importance of precision-built bearings to dependable truck performance standardize on Bower *Spher-O-Honed* bearings. Basic bearing refinements—mirror-smooth finish, generous oil groove, millionth-inch tolerances—are only a few of the many important Bower features. They are specifically designed to reduce maintenance to a practical minimum—add mile upon mile to the life of the bearings. Whatever *your* product, if it uses bearings you'll be wise to equip it with Bower *Spher-O-Honed* bearings.

BOWER ROLLER BEARING COMPANY
Detroit 14, Michigan

BOWER

SPHER-O-HONED

ROLLER BEARINGS



"Vision is Indispensable to Progress"

How sunshine stored a billion years ago cooks your bacon and eggs today

More than twelve million housewives now cook with natural gas—a fuel formed by decomposition of plants and organisms that fed on water and sunshine a billion years ago.

"Burning springs"—natural gas—were known in America as early as 1775. But for more than a century, use of this stored sunshine was confined largely to those localities in which it was found. Then came a great new industry.

Men with capital and vision enlisted the services of the geophysicist and the know-how of makers of steel, pipe, pumps, valves. They drilled wells, laid pipe lines, built compressor stations, provided huge underground storage in sandbeds and depleted oil and gas fields.

Today, from areas totaling less than 1% of the U. S., natural gas flows through a 3-billion dollar, 325,000-mile pipeline network, serves 2 out of every 5 homes and over one-and-a-quarter million commercial and industrial establishments. It constitutes four-fifths of the nation's entire gas supply.

Natural gas pasteurizes milk, melts pig iron, fires brick and cement, heats water, bakes bread, speeds the flow of defense materials.

This development of a prime source of energy, from a product that once went to waste, is typical of what free men, teaming up under a system of private business management, are doing to improve an already high standard of living.

BANKERS TRUST COMPANY

16 WALL STREET, NEW YORK 15, N. Y.

MEMBER FEDERAL DEPOSIT INSURANCE CORPORATION



"THE KICKAPOO RIVER IS LOOSE AGAIN"

Heroic Operator helps protect town from flood



Awarded Vail Medal for courage, initiative and devotion to duty. Honored at civic dinner.

It was a quiet Saturday morning in Gays Mills, Wisconsin. A steady rain had drenched the town and folks were staying indoors.

Then suddenly a flash came by telephone to Mrs. Wilma Gander, the town's chief operator. "The Kickapoo River is loose again, fifteen miles upstream."

Although Gays Mills did not appear in imminent danger, Mrs. Gander had been through floods before and she had the foresight to see what might happen. So she pressed the button on her switchboard that set off the village fire siren.

Immediately people began calling in and rushing in. "Where's the fire?" they asked.

"No fire," answered Mrs. Gander. "It's a flood. The Kickapoo's over its banks and the flood is headed this way."

Quickly the word was passed. People collected such belongings as they could and made their way to safer places.

Mrs. Gander next alerted the Red Cross, the National Guard and the Army and called in a lineman to help prepare the telephone exchange for high water.

The doors were made as watertight as possible, the switchboard raised on concrete blocks, and an outside telephone line established on an upper floor.

Mrs. Gander stuck to her post hours after the crest of the flood had passed. By warning the town, and keeping telephone service going, she helped to protect the lives and property of hundreds of people.

The story has three other happy endings.

Mrs. Gander was honored by the grateful citizens of the town at a civic dinner. The Bell System awarded her the highly prized Theodore N. Vail Medal and presented a commemorative bronze plaque to the Utica Farmers Telephone Company.

Vail medals, accompanied by cash awards, have been given annually by the Bell System since 1920 for acts of noteworthy public service by telephone employees.



High waters. The Kickapoo River, as it neared its crest, overflowed the bridge near Gays Mills. The water was nearly five feet deep outside the telephone office.

HELPING HANDS—This is one of the many stories of the skill, courage and resourcefulness of telephone men and women in times of emergency. . . . Not all of them tell of the saving of a town or a life. But there is scarcely a minute that someone in trouble or urgent need does not turn to the telephone for help. . . . **BELL TELEPHONE SYSTEM**

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Marine Midland has "next-door-neighbor" knowledge of business and people in 56 New York State Communities!



A likely distributor for you in BINGHAMTON has been a close friend since high school days of several officers of the local Marine Midland Bank.

Dependable, home-town information about key people and places almost anywhere in New York State is yours when your company has an account with The Marine Midland Trust Company of New York.

There are 14 Marine Midland Banks with 115 offices in New York State. Their officers and directors *know* local business and people because they themselves are local business people. Let us show you how their firsthand knowledge can serve you.

The
MARINE MIDLAND TRUST COMPANY
of New York

120 BROADWAY • NEW YORK
Member Federal Deposit Insurance Corporation

"WE SAVE MORE THAN $50,000 A YEAR—

This modernized steam plant will pay for itself in 3 years! The two new boilers shown on the extreme right now carry the complete plant load. They replaced five boilers of the type shown on the left—two of which are still in standby service. The new equipment saves Worumbo nearly 30¢ on every thousand pounds of steam. Automatic, dustless coal and ash handling has helped cut weekly labor costs from $606 to $242! The new plant has a 20% greater capacity—burns 150 *fewer* tons of coal each month.



● Today coal can give you more steam per dollar than ever before. With modern combustion equipment, you can get anywhere from 10 to 40% more power from a ton of coal than was possible a few years ago. And with up-to-date automatic coal- and ash-handling systems you can cut labor costs to a minimum.

If you're building a new plant, or planning to modernize, get the advice of a consulting engineer. He'll show you the way to *big* savings—burning coal in a modern plant designed to meet your specific needs.

Powering your plant with coal makes good sense for the future, too. Coal is the only fuel with really abundant reserves—enough to last for centuries. And this coal is supplied by the world's most efficient and productive coal industry. That's why coal is the only fuel that can offer dependable future supply and greater relative price stability.

BITUMINOUS COAL INSTITUTE
A DEPARTMENT OF NATIONAL COAL ASSOCIATION
WASHINGTON, D. C.

FOR HIGH EFFICIENCY—FOR LOW COST

BY BURNING COAL THE MODERN WAY!"





"MODERNIZING OUR COAL INSTALLATION CUT OUR FUEL CONSUMPTION 21.4%...LABOR COSTS 60%!"

says Oliver Moses, 3rd, President, Worumbo Manufacturing Company, Lisbon Falls, Maine—makers of nationally advertised WORUMBO FABRICS.

If you operate a steam plant, you can't afford to ignore these facts!

COAL in most places is today's lowest-cost fuel.

COAL resources in America are adequate for all needs—*for hundreds of years to come.*

COAL production in the U.S.A. is highly mechanized and by far the most efficient in the world.

COAL prices will therefore remain the most stable of all fuels.

COAL is the safest fuel to store and use.

COAL is the fuel that industry counts on more and more—for with modern combustion and handling equipment, the inherent advantages of well-prepared coal net even bigger savings.

YOU CAN COUNT ON COAL!

and Now... No brush because TOUCH-UP ENAMELS and LACQUERS ARE PRESSURE PACKED IN

CROWN SPRA-TAINER

Look at these labels and the distinguished names they represent. Yet here are only a few of *hundreds* which could be displayed if space allowed. Collectively they confirm that the way to sell touch-up enamels and lacquers is to pressure pack them by new, improved methods perfected through latest research. They S-E-L-L because they S-P-R-A-Y with brushless ease from SPRA-TAINER — world's original lightweight propulsion can.

Despite imitations, SPRA-TAINER holds First Place by merit of exclusive "Modern Design" . . . further enhanced by full rotary lithography of exceptional quality . . . and stronger, safer "No Side Seam, No Top Seam" construction.

Why not add *your* name to those now turning to "Modern Design" that sells? The ever-growing list reads like "Who's Who In Industry." Contact a Crown Sales Representative for friendly guidance in pressure packing *your* touch-up enamels and lacquers in dependable SPRA-TAINER.







THE MARKET IS WIDE OPEN!

Pressurized SPRA-TAINER s-e-l-l-s instant touch-up products because it saves time and money wherever professional "small job" painting is done.

ASSEMBLY LINES

(Automobiles, Refrigerators, etc.)—Touch-up work in any color can be done immediately as needed anywhere along the line.

DEALERS, DISTRIBUTORS

(Appliances, Office Furniture, etc.)—Accidental nicks, mars and scratches vanish before a spray of factory standardized enamel or lacquer. This way, merchandise can look its best when delivered to customers.

MAINTENANCE, REPAIR OPERATIONS

(Business Machines, Automatic Vendors, etc.)—Equipment subject to surface wear and tear can be renovated on-the-spot. Tool marks which follow repairs can be covered at a flick of the finger.

HOME CRAFTSMEN

Although pressurized touch-up products are designed for use by experienced painters, the general public can achieve a rewarding amount of success by following printed directions.

What other uses can you think of? Where do you fit in?

CROWN CAN

Division of

CROWN CORK & SEAL COMPANY

One of America's Largest Can Manufacturers

PHILADELPHIA, CHICAGO, ORLANDO, BALTIMORE
NEW YORK, BOSTON, ST. LOUIS

MOBILIFT
Lev-R-Matic DRIVE
FORK LIFT TRUCKS



for low cost handling!

Stand-up & Sit-down Models
2,000, 2,500, 3,000, and 3,500 capacities on 15" load center.
63", 72", 83" Masts.
Special Masts to Order.
WRITE for Complete Specifications

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READERS REPORT

An Infant Industry Grows

Dear Sir:

I and several of my associates read your article, "TV Hits Portland with a Bang," in the Oct. 4, 1952 issue (page 170) of your good publication.

While the article discussed UHF reception generally and strips and converters specifically, no reference was made to receivers containing an all-channel UHF-VHF tuner which are being sold in Portland at present. Our company is one of the few television manufacturers delivering such a receiver at this time.

GEORGE M. HAKIM
DIRECTOR OF ADVERTISING
RAYTHEON TELEVISION & RADIO CORP.
CHICAGO, ILL.

Taxed to Distraction

Dear Sir:

We found your editorial, "Taxes on Business Growth," [BW—Oct.18'52, p200] very interesting. We were especially interested in it because it describes the problems faced by our own company very well.

We have been writing to our Senators and Congressmen about these matters at every opportunity.

KEITH S. WOOD
PRESIDENT & TREASURER
WOOD BROS. MFG. CO.
OREGON, ILL.

Dear Sir:

Your editorial in the issue of Oct. 18, 1952 (page 200), "Taxes on Business Growth," points up one of the biggest problems that American small business faces today. We of the Smaller Business Assn. of New England have been fighting an up-hill battle for the last 10 years in an attempt to get constructive tax reform which would in some way, enable a small, growing business to plow back and grow by its own efforts.

The writer would like to use your editorial to circulate among our membership. . . .

BUSINESS WEEK goes to the homes of all our key men and it is the most read and most quoted of any magazine.

A. DUDLEY BACH
PRESIDENT
NEW ENGLAND METALLURGICAL CORP.
SOUTH BOSTON, MASS.

Patents Pending

Dear Sir:

In your article "Patent Laws Cramp the Inventor" [BW—Oct.18'52,p74] you point out that "the changes focus mostly on legalistic details, time allowed

when you buy presses...

take a close look at

LUBRICATION

DANLY gives you a completely automatic oil lubrication system—built in "preventive maintenance"—that assures an ample supply of lubricant to all wear points at all times. It saves hundreds of hours of routine maintenance, press down time is greatly reduced—and your presses are positively protected against damage due to lubrication failure or neglect!

DANLY MACHINE SPECIALTIES, INC.

2100 South Laramie Avenue, Chicago 50, Illinois



AUTOMATIC GUARDIAN OF PRESS LUBRICATION . . . This Danly-engineered switch monitors the flow of oil to the vital driveshaft bearings. Should oil flow stop in any line, this switch also stops the press immediately before serious damage occurs and also indicates the faulty line.

DANLY

MECHANICAL PRESSES . . . 50 TO 3000 TONS

HYDRAULIC METALWORKING EQUIPMENT



CONTINUOUS AUTOMATIC OIL LUBRICATION INCLUDES GIBS . . . Cutaway view of typical Danly Press shows how vital wearing surfaces are protected by the Danly complete automatic oil lubrication (in color) system. Oil gib lubrication permits extra close slide adjustment, longer die life.

It costs less to run a DANLY PRESS!



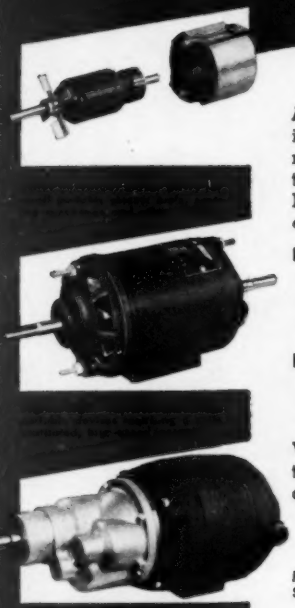
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outstanding product appeal

Lamb Electric

SPECIAL APPLICATION FRACTIONAL HORSEPOWER MOTORS

...an end result of special engineering



As you make future plans for improving the sales appeal of your motor-driven products, it will pay to consider these advantages of Lamb Electric Motors — *specially engineered for your application.*

IN THE MOTOR...

1. Reduced cost, weight, space.
2. Exact mechanical and electrical requirements.
3. Thorough dependability.

IN THE PRODUCT...

4. Better performance.
5. Improved eye-appeal.
6. Compactness, less weight.

We shall welcome an opportunity to discuss these benefits in terms of your particular applications.

The Lamb Electric Company
Kent, Ohio

In Canada: Lamb Electric—Division of Sangamo Company Ltd.—Leaside, Ontario

THEY'RE POWERING

AMERICA'S Finest PRODUCTS

Lamb Electric

SPECIAL APPLICATION FRACTIONAL HORSEPOWER MOTORS

for appealing certain actions, liability of an infringer, and signatures on the application."

However, I believe that you missed the boat by not having mentioned perhaps the most significant change introduced by the law, giving the inventors the right to apply for a patent involving merely the new use of a known process, machine, manufacture, composition of matter, or material.

It might not be out of reason to anticipate at this time that "the current backlog of applications which has been whittled down to 97,000" will jump next year to a new astronomical figure.

T. R. ZEGREE

CAMAS, WASH.

• Our Washington correspondent did some checking and found that patent officials are worried about a possible flood of applications based on what they call a "misinterpretation of the new law that has got wide publicity." The report has been that new uses for a well-known chemical are now patentable. But the fact is, officials say, that this has not been true in the past and is not true now.

The confusion apparently arose from the fact that it is possible to get a patent on a method of applying a chemical. The recodification defined the word "process" and this definition gave rise to the misunderstanding. Patent officials explain it this way:

If you have a process—which happens to involve the use of kerosene—for killing insects, this could be patented now, and in the past. You can also get another patent on your process covering its application for weedkilling. But you cannot get a patent on the use of kerosene or any other chemical as an insect or weed killer.

Motel Investors Cautioned

Dear Sir:

Thank you for your good letter of Sept. 17 concerning . . . the story, "Motels Become Big Business" [BW—Sep.13'52,p184], wherein the copyrighted figures on operating averages of Tourist Court Journal had been used without permission.

One of the reasons we so closely guard the reproduction and release of the operating average figures which Tourist Court Journal spends a great amount of money in obtaining each year is because in the wrong hands and from the wrong angle it can be very costly to individuals who are inexperienced in this type operation. . . .

Tourist Court Journal has undertaken this survey since 1938 and has always had it copyrighted because we never want to feel we are inadvertently allowing some individual or a couple to make an investment in a tourist court with-

There's a world of difference in office furniture!



STEELCASE

proves it!

You can see it immediately. The difference in Steelcase shows in design and engineering . . . in new and better sizes . . . in the ultimate of working efficiency that marks every Steelcase desk. And it remains constant through the valuable economies you effect as a result of Steelcase's exclusive, standardized, interchangeable parts. See your Steelcase dealer! Let him show you these differences. And let him tell you about the modest cost. That's very important!

Only Steelcase provides steel desks, chairs, files and accessory office furniture coordinated in design, style and finish—assuring complete harmony now and in any additional furniture the future may require.

Look for Steelcase in the classified section of your telephone directory.

For new ideas in office planning, write for "Tooling Up Your Office"

METAL OFFICE FURNITURE COMPANY, Grand Rapids, Michigan

STEELCASE
Business Equipment



Solving your problem is our business

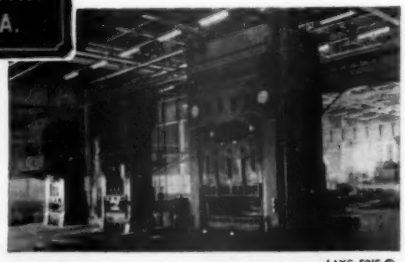
When hydraulic machinery becomes a matter for consideration (and it is in more and more plants today) a "Proposal from Lake Erie" is a logical and helpful guide in reaching decisions.

A Lake Erie Proposal is based specifically on your particular problem and requirements. It is tailor made for you alone. Your Proposal will reflect the combined experience of a group of specialists who have created over 3,500 successful hydraulic press designs of all types ranging in capacity from small 5 ton models to 22,000 giants... who have worked with the leaders throughout industry in proposing and developing hydraulic equipment that is setting the pace today for the efficient conversion of metals, plastics, rubber and wood into manufactured products.

A Lake Erie Proposal costs no more than your request and the assistance of your staff in defining your problem and requirements. The opportunity to serve you will be welcomed.

LAKE ERIE
ENGINEERING CORP.
BUFFALO, N.Y. U.S.A.

MANUFACTURERS OF HYDRAULIC PRESSES AND DIE CASTING MACHINES
General Offices and Plant
700 Woodward Avenue, Buffalo 17, N.Y.
District Offices in
NEW YORK • CHICAGO • DETROIT and PITTSBURGH



Lake Erie Proposals submitted to Caterpillar Tractor Co., led to the selection of this battery of hydraulic presses of (left to right) 750 tons, 500 tons and 2,000 tons capacity. Caterpillar now has a total of 8 Lake Erie Hydraulic Presses in service... reports that they are contributing substantially to efficient plant operation.

LAKE ERIE

LAKE ERIE HYDRAULIC PRESSES are available in any size... standard, modified and special designs—horizontal and vertical types—for Metal Working—Plastics Molding—Forging—Metal Extrusion—Processing—Vulcanizing—Laminating—Stereotype Molding—Die Casting—Briquetting—Baling—Special Purpose.

out having their eyes open as to the potentials of the earning power which they may expect. . . .

It is also a little embarrassing to us because another business publication wanted to use these figures without telling all of the story. The right was denied to them because of this.

We trust you appreciate our sincerity in attempting to protect the small investor from making the wrong move in attempting to get into the tourist court business feeling he is going to automatically end up with a 34.40% net profit at the end of the year.

BOB GRESHAM
TOURIST COURT JOURNAL
TEMPLE, TEX.

• BW regrets its inadvertent preemption of TCJ's copyrighted figures.

Wars and Rumors of Wars

Dear Sir:

In line with the message of your article "Munitions: A Permanent U.S. Industry" [BW—Sep.27'52,p27], I thought you would be interested in a paragraph from an address made by Morehead Patterson, chairman of the board and president of American Machine & Foundry Co., as principal speaker at the President's Dinner of the Buffalo Chamber of Commerce in Buffalo last June 12.

"This business of carrying water on both shoulders—simultaneously turning out instruments of war and equipment for the manufacture of consumer goods, and consumer goods themselves—must now be accepted, by all industry as normal operating procedure for a long time to come. We at AMF expect that some part of our manufacturing activities will be devoted to the production of military equipment from now on. All of our plants, including those of our subsidiaries, are engaged in the defense program."

WILLIAM N. MCDONALD
PUBLIC RELATIONS
AMERICAN MACHINE & FOUNDRY CO.
NEW YORK, N. Y.

Comments on ABC

Dear Sir:

The cover story on ABC was a good one [BW—Oct.25'52,p43]. Congratulations!

MAXWELL FOX
THE ADVERTISING COUNCIL, INC.
NEW YORK, N. Y.

Letters should be addressed to Readers Report Editor, BUSINESS WEEK, 330 West 42nd Street, New York 36, N. Y.

Close shave makes jets fly

When a 6-ton jet shoots 7 miles up, its precision-smooth turbine blades make it go — keep it flying.

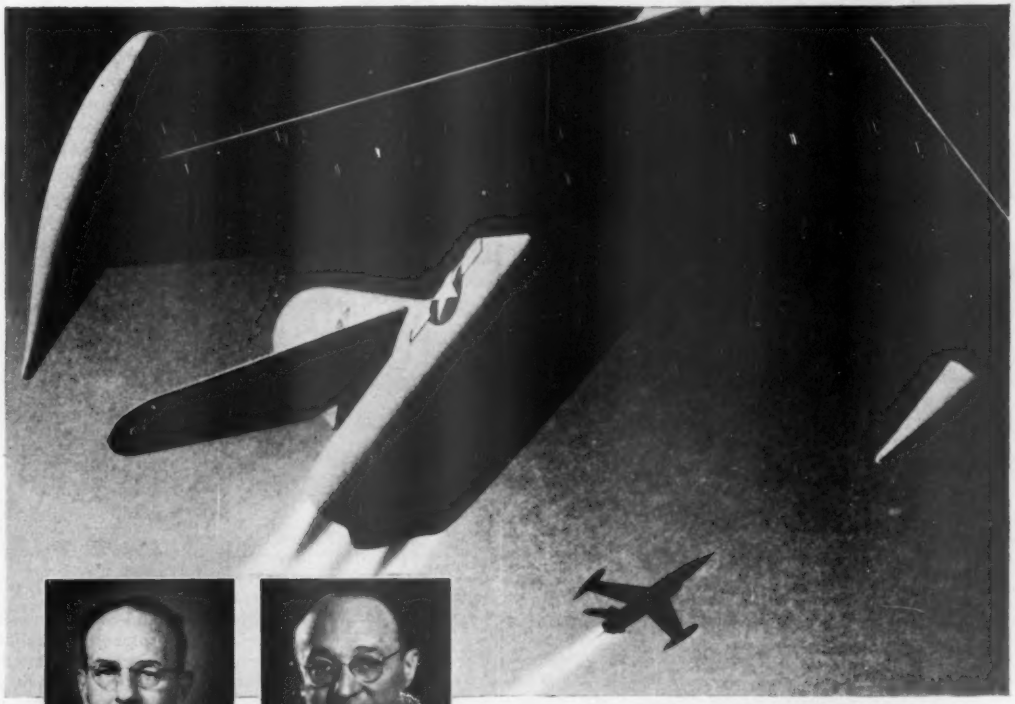
A twenty-five-thousandths of an inch of metal is carefully ground off the forged blades by a Norton jet-blade grinder! What's more, another one to fifteen ten-thousandths of an inch of metal is smoothed off when blades are polished by Behr-Manning coated abrasives. This "close shave" makes jets fly fast . . . and safely.

Precision grinding and finishing are vital not only to the entire aircraft industry but also to every metal-working plant. As the world's largest manufacturers of abrasives and abrasive products, Norton and Behr-Manning constantly develop new products that help all industries reach higher quality standards.

NORTON makes abrasives, grinding wheels, refractories, Norbide grain and molded products, grinding and lapping machines, non-slip floors. Norton Company, Main Office and Works, Worcester 6, Mass.

BEHR-MANNING makes abrasive paper and cloth, oilstones, abrasive specialties, Behr-Cat brand pressure-sensitive tapes. Behr-Manning Corporation, Division of Norton Company, Troy, New York.

Plants, Distributors and Dealers the world over



CLARENCE J. GREEN, designer of the new Norton grinder for generating the compound contour of jet engine blades, has been a specialist in cam grinding for 28 years.

DR. N. E. OGLESBY, 23 years in Behr-Manning Research, holds patents on "SPEED-WET" Discs, "RESINALL", "RESINIZED", and "DURABONDED" Coated Abrasives.

NORTON

Making better products to make other products better

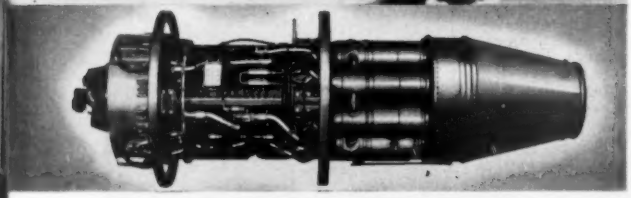
NORTON · BEHR-MANNING

Packard Power Is

Master Motor Bu



● **Embodying the world's** highest precision standards, new J-47 Turbo-Jet engines are coming off Packard production lines for the Air-Force's new performance ace, the B-47 Boeing Bomber.



● **Proud inheritor** of Packard's master motor-building experience, the famous Packard Thunderbolt Engine that powers today's great Packard motorcars is engineered to outperform, built to outlast them all! Ask your Packard dealer for a demonstration.

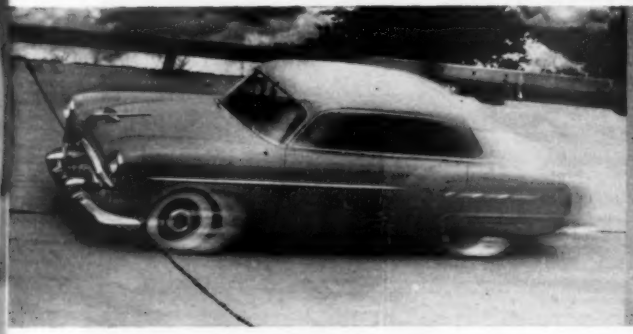
A Matchless Background Of Experience In Motor Building Plus Traditional Packard Craftsmanship Assure You Of A Superlative Engine In The Packard You Buy Today!

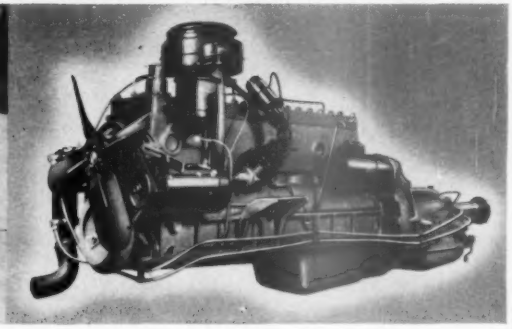
ON LAND, sea and in the air, Packard power is writing brilliant pages in motor development!

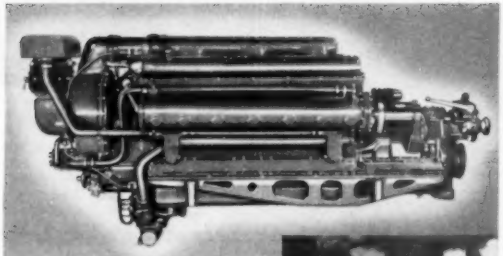
● **Now coming from the production lines** are the greatest engines Packard ever produced – superb new Packard Thunderbolts for Packard motorcars – spectacular new jets of tremendous power for the American Air Force's B-47 bombers – powerful marine engines for the Navy, including remarkable new Diesels of outstanding performance.

● **Master motor builders** since 1899–during three American wars–Packard produces the world's finest motors. It has designed and built every known type of internal-combustion engine, from one to 24 cylinders.

● **Packard's leadership** as "master motor builders of the air" began with the revolutionary 12-cylinder









● **During World War II** Packard produced 55,523 Rolls Royce engines, built with such precision that their 14,000 parts were interchangeable with those of English-built engines!

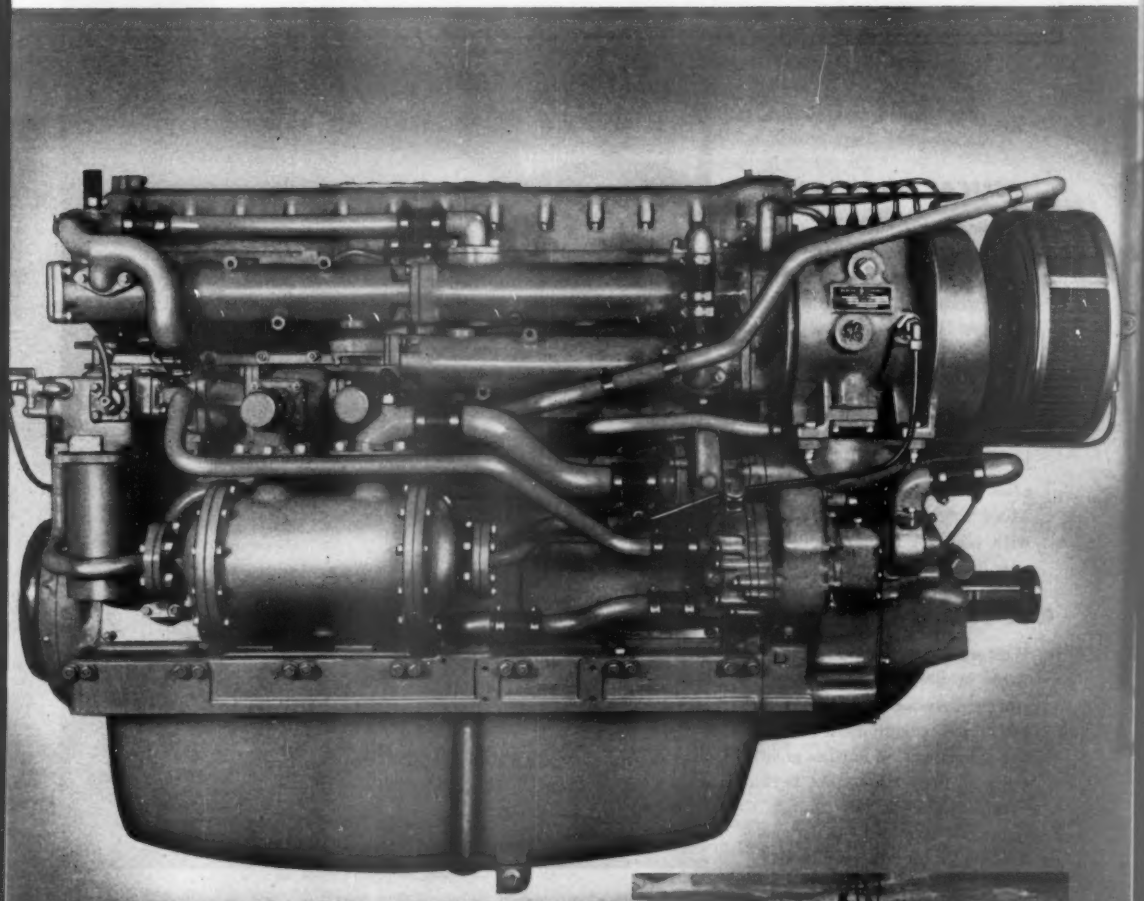
Liberty engine of World War I and continues today in the execution of critical government defense contracts for aircraft engines. In World War II, Packard became the world's largest producer of Rolls Royce aircraft engines in a drive to boost allied power.

● **Exclusively engined by Packard,** the Navy's fabulous PT boats, with their phenomenal power and phantom-like speed, created a successful new type of David-and-Goliath warfare in the South Pacific.

● **The first American car** to travel faster than a mile a minute was built by Packard in 1904. And the first American V-type, 12-cylinder engine was the famous Packard "Twin-Six," introduced in 1918. Packard automobile engines have been proved in every kind of trial from speedway racing to cross-country endurance runs and grueling tests at the Packard Proving Grounds. Their stamina is shown by the fact that 53% *of all Packard cars built since 1899 are still in use!*

Making History

ilders Since 1899



This all-aluminum engine is the lightest diesel ever built. It weighs only 5 pounds per horsepower instead of the usual 15 or 20! Designed and produced by Packard for the Navy in 6-, 8-, 12- and 16-cylinder models, it is another great naval contribution by the company which supplied all of the engines for the famous PT Boats of World War II.



PACKARD

Ask The Man Who Owns One!

Calls For Lacquer



CHEMICAL PROBLEM . . .

. . . to aid in producing a finish which would speed up the reconditioning of telephone coin boxes, switchboards, and booths by Western Electric Company.

SOLUTION . . .

. . . fast-drying, durable lacquers . . . sprayed on hot . . . made with nitrocellulose which Hercules supplies to lacquer manufacturers. Much thicker coats are possible with hot lacquer, and one coat now does the job of two!

RESULT . . .

Western Electric reports reduced work in process, elimination of storage between coats for drying, less spraying equipment required, and "blushing" of finishes greatly reduced. Important, too, is that Western Electric now is able to make one standard lacquer specification for all 28 repair shops.

Hercules' business is solving problems by chemistry for industry . . .



. . . textiles, paper, rubber, insecticides, adhesives, soaps, detergents, plastics, paint, varnish, lacquer, to name a few, use Hercules® synthetic resins, cellulose products, chemical cotton, terpene chemicals, rosin and rosin derivatives, chlorinated products and other chemical processing materials. Hercules® explosives serve mining, quarrying, construction, seismograph projects everywhere.

HERCULES

HERCULES POWDER COMPANY 968 Market St., Wilmington 99, Del.
Sales Offices in Principal Cities

BUSINESS OUTLOOK



This election may not usher in a new era, but, to use a greatly overworked phrase, it at least means a new climate for business.

You could see that in the stock market's enthusiastic opening Wednesday. Wall Street expects a **tighter fiscal policy**—maybe even some deflation. But it likes what it sees better than Democratic freewheeling.

•

Eisenhower may even be inaugurated with a recession staring him in the face (not the Republican depression that Truman conjured up in his whistle stops, but the dip that's due after seven years of boom).

Just the same, the business community has more faith in Republican remedies than it would have in the Democratic variety.

Among other things, it is counting on that **cut in taxes** (page 39). A real reduction—spurring both business and consumer spending—could help ward off a downturn in business (or at least minimize it).

•

Momentum is one thing that strongly opposes any nearby recession.

You may have lost sight of some of these business facts as you got the election totals: **steel operations** at new records, **factory order backlogs** sky high, **construction activity** declining less than seasonally, **unemployment** at an almost unbelievably low level, **personal income** again pushing into new high ground.

•

Manufacturers now have about $75-billion of unfilled orders.

Even with the value of monthly shipments running at an extraordinary $25-billion, the nation's factories are getting nowhere in reducing that backlog. New orders in September also were nearly $25-billion.

Obviously, too, the $75-billion backlog is three months' work at present rates even if new orders were suddenly to fall dead.

•

Steel sets records so regularly that we hardly notice them.

Nevertheless, **last week's operations exceeded expectations.** The result was the biggest week ever with an output of 2,229,000 tons. This week, influenced slightly by Election Day, will be a trifle lower.

•

Unemployment, below 1.3-million, is the smallest ever chalked up in peacetime and 300,000 under a year ago.

Total employment isn't at a new high. But that's largely due to the fact that the figure shrinks seasonally in the autumn. Nonfarm employment, although it's off slightly from August, is easily the largest ever recorded at this time of year.

Farm employment in October was about 400,000 below last year. That is easily accounted for by this year's unusually early harvest.

•

Personal income has way more than made up for the drop it took during the steel strike.

July's figure was estimated by the Dept. of Commerce at an annual rate of $264-billion. August, on a preliminary basis, showed a jump to $267-billion; now that has been revised upward almost to $270-billion.

•

And the preliminary September figure is above $273-billion.

BUSINESS OUTLOOK (Continued)

There's little doubt now that people will be taking in more than $275-billion (annual rate) by the turn of the year.

That's significant, as much as anything, for what it means to sales. After taxes, consumers will have approximately $235-billion to spend. **And they'll probably be spending at an annual rate of $220-billion.**

If that spending materializes, record Christmas sales are sure.

Incidentally, even if people are spending at the rate of $220-billion by yearend, saving still will be nearly 6½% of spendable income. That is about as high as most observers now figure is "normal."

•

Recent gains in personal income are due, preponderantly, to rising wage and salary payments.

Dipping during the steel strike, these stood at $177½-billion (annual rate) in July. By September, the rate had shot above $184-billion.

A new contribution to personal income since July: mustering-out pay of Korean veterans. This now is at a rate of about $1½-billion a year.

•

Omitted from the trend of rising income at the moment is one fairly important group of people: stockholders. **"Christmas dividends" right now don't look like they'd be much—if any—higher than last year.**

•

Value of all construction work put in place during October was $3-billion, says the joint estimate of the Labor and Commerce Depts.

That's $150-million above a year ago, maintaining the string of monthly 5% gains over 1951. And the decline of less than $100-million from September is described in the report as less than seasonal.

Efforts to make up ground lost during the steel strike, as well as good fall weather, help account for the above-average performance.

•

Value of the work done on new homes last month is estimated at $1,040,000,000. That was nearly $80-million ahead of October, 1951, and brought the 10-month total within $100-million of a year ago.

•

Auto manufacturers, rushing to make up for output lost during the steel strike as well as to get new models into showrooms, turned out cars at an annual rate of about 5¾-million in October.

That's more cars than dealers can sell at this time of year, but stocks are low enough to need rebuilding.

Moreover, manufacturers may not get enough steel to keep on at this rate through the remainder of this year and the first quarter of 1953.

But suppose output should keep up at this rate. There would be a lot of cars waiting for customers by next spring—and considerable room for a slump in auto manufacturing if those customers proved reluctant.

•

Expanded auto output (plus easier sales terms since relaxation of Regulation W) has carried **instalment credit** outstanding on car purchases more than half-a-billion dollars above a year ago.

Also helping to boost total instalment credit above $15¼-billion have been rising sales of other types of merchandise on time payments.

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NO.1 BUSINESS GIFT

UNMISTAKABLY ASCOT!



For your most important business associates, customers and friends – this dramatically different lighter that is a letter-opener, paperweight and desk ornament, all in one! Brand new and designed as only Ascot can design a lighter! Nationally advertised, this most distinctive of lighters is wanted by millions. You can have your company monogram or insignia imprinted on it. Write today for full information about the Dagger Lighter and other Ascots in quantities. Lighter Division, A.S.R. Corp., Dept. BW-2, Brooklyn 1, N. Y. $19.95* retail.

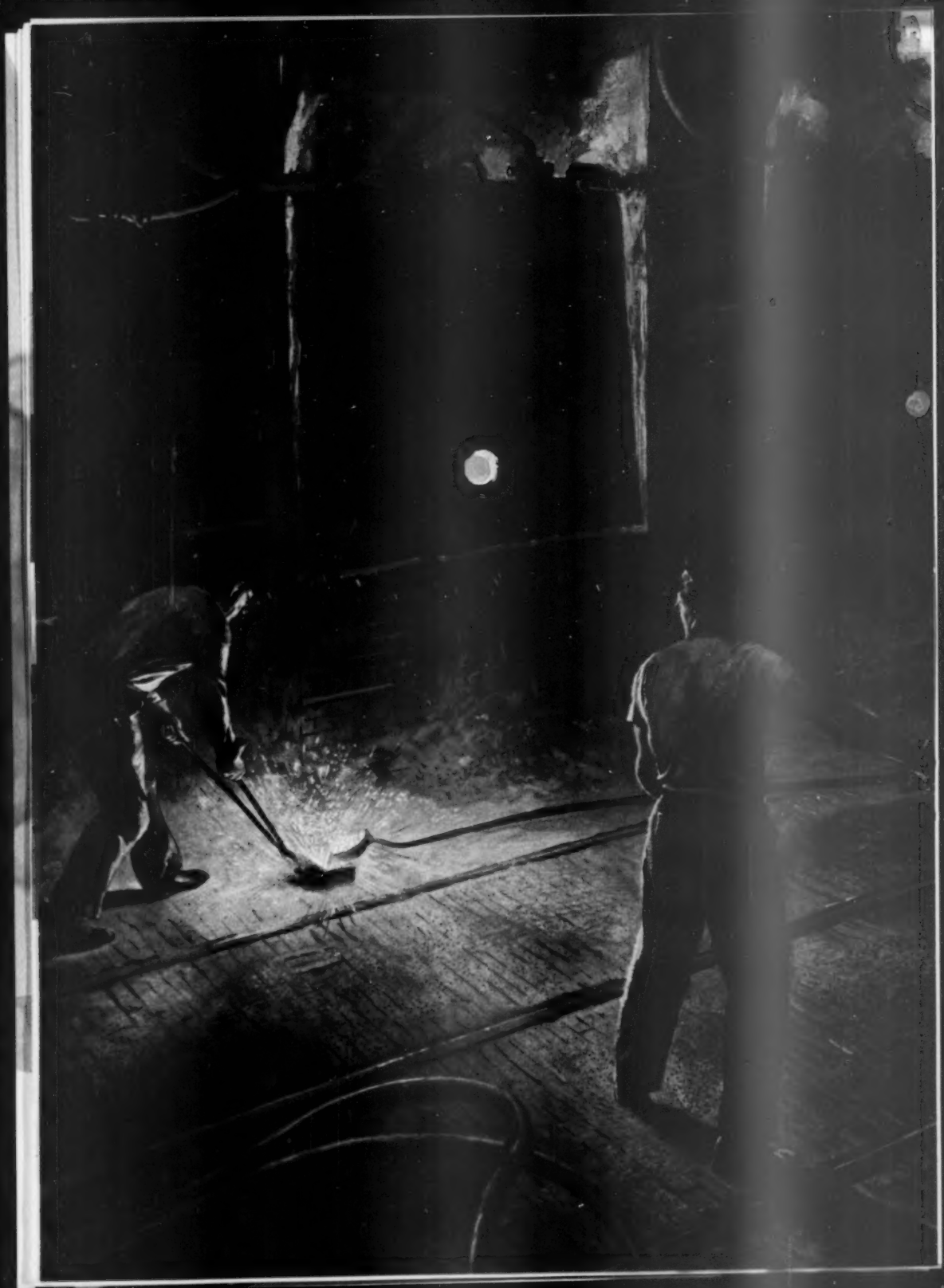


Daily reminder! Precision-built to last a lifetime, Ascot's Florentine Dagger Lighter will be enjoyed all day, every day – and appreciated year after year.



Gift-packaged in sheath to complement the black onyx, beige onyx or jade-green colored hilt. Or in replica of an old dueling case – perfect for office *or* home!





This is National Steel

Where Quality Comes First

You have a stake in what the steelworkers are doing in Peter Helck's illustration. They are conducting a fracture test—pouring a small sample of molten steel which will be allowed to solidify and then will be broken and carefully examined. This test will tell them what still needs to be done to the hundreds of tons of churning, white-hot steel in one of our open hearth furnaces to make it just right for some particular finished product.

For steel is a material that is precisely made to specification for the many thousands of different uses in which it serves you—from tin cans to automobiles. And the fracture test is only one of many ways in which constant vigilance is exerted to maintain high and uniform quality.

At approximately 800 stations in our steel mills, about one-tenth of our employees devote full time or part time to the analysis, testing, measurement and inspection of steel as it moves in the stream of production from raw materials to the shipping floor. At each station the steel must meet definite and rigid standards before it can pass on to the next step in manufacture.

And in our laboratories, scientists and technicians work continually not only to maintain the highest standards known today but to develop steels of even higher quality and greater variety for tomorrow. It is through such care that steel has become one of your lowest-cost and most useful servants.

In National's operations, quality always has come first. That is one reason why National has become one of America's largest steel producers—thoroughly integrated, entirely independent, always progressive.

NATIONAL STEEL CORPORATION
GRANT BUILDING PITTSBURGH, PA.

SERVING AMERICA BY SERVING AMERICAN INDUSTRY

SEVEN GREAT DIVISIONS WELDED INTO ONE INTEGRATED STEEL-MAKING STRUCTURE



GREAT LAKES STEEL CORP.
Detroit, Mich. A major supplier of standard and special carbon steel products for a wide range of applications in industry.



WEIRTON STEEL COMPANY
Weirton, W. Va. World's largest independent manufacturer of tin plate. Producer of many other important steel products.



STRAN-STEEL DIVISION
Ecorse, Mich. and Terre Haute, Ind. Exclusive manufacturer of famous Quonset building and Stran-Steel nailable framing.



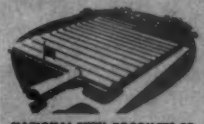
HANNA IRON ORE COMPANY
Cleveland, Ohio. Producer of iron ore from extensive holdings in the Great Lakes area.



THE HANNA FURNACE CORP.
Buffalo, New York. Blast furnace division for production of various types of pig iron.



NATIONAL MINES CORP.
Supplies high grade metallurgical coal for the tremendous needs of National Steel mills.



NATIONAL STEEL PRODUCTS CO.
Houston, Texas. Warehouse and distribution facilities for steel products in the Southwest.





Give Me a Camera!

That was the hurry-up call of the television newsman as he roamed Chicago's vast convention hall, capturing fast-changing convention moods for your television screen . . . eavesdropping on impromptu huddles . . . interviewing party spokesmen . . . bringing you face-to-face with a single delegate among the shouting thousands.

This dramatic coverage of the political conventions was the outstanding event of the year in television development. The roving voice of the television camera was a new type of lightweight walkie-talkie that permitted newsmen to move faster and farther . . . keeping in constant contact with every activity . . . calling for a camera when the news was breaking fast.

A critical problem in designing the walkie-talkie was light weight and long battery life. It had to use batteries that would last for long periods of continuous operation and yet be light enough for easy handling.

Mallory Mercury Batteries provided the answer. They supplied power enough for 100 hours of operation . . . some 10 times the life of other types of batteries. Yet the power pack slung at the newsman's side weighed only 3½ pounds.

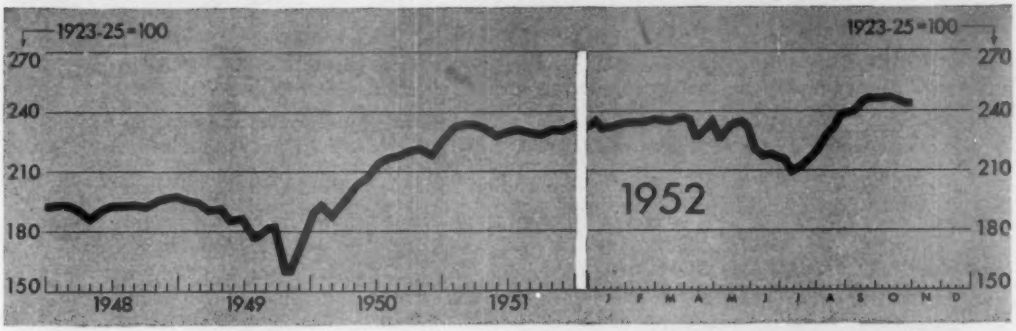
Many manufacturers have turned to Mallory Mercury Batteries for the solution of problems like this . . . particularly where light weight, small size, and long life are important. You'll find them in today's tiny hearing aids, in devices for detecting radioactivity and in instruments for recording oil well drilling progress. Size for size, they last longer than any other type of battery. Power output is remarkably constant for their entire life. And, unlike ordinary batteries, they don't lose power when not in use.

The mercury battery is just one of hundreds of Mallory products that have provided the answer to critical design and production problems in the fields of electronics, electrochemistry and metallurgy. Mallory products, backed by extensive research, engineering and production facilities may be able to solve one of yours. Give us a call. It may start you on the road to better, more saleable products . . . and lower costs.

MALLORY

P. R. MALLORY & CO., Inc., INDIANAPOLIS 6, INDIANA

FIGURES OF THE WEEK



	§ Latest Week	Preceding Week	Month Ago	Year Ago	1946 Average
Business Week Index (above)	*245.9	†244.7	247.3	233.1	173.1
PRODUCTION					
Steel ingot production (thousands of tons)	2,196	†2,229	2,215	2,019	1,281
Production of automobiles and trucks	152,689	†144,747	143,234	118,743	62,880
Engineering const. awards (Eng. News-Rec. 4-week daily av. in thousands)	$46,347	$50,504	$48,062	$32,767	$17,083
Electric power output (millions of kilowatt-hours)	7,753	7,696	7,665	7,319	4,238
Crude oil and condensate production (daily av., thousands of bbls.)	6,549	6,538	6,515	6,288	4,751
Bituminous coal production (daily average, thousands of tons)	358	1,387	1,672	1,938	1,745
TRADE					
Carloadings: manufactures, misc., and l.c.l. (daily av., thousands of cars)	82	83	82	82	82
Carloadings: all other (daily av., thousands of cars)	45	57	62	63	53
Department store sales (change from same week of preceding year)	+8%	+6%	−2%	+5%	+30%
Business failures (Dun and Bradstreet, number)	136	154	129	143	217
PRICES					
Spot commodities, daily index (Moody's Dec. 31, 1931 = 100)	409.0	410.2	425.1	458.6	311.9
Industrial raw materials, daily index (U. S. BLS, Aug., 1939 = 100)	261.6	262.3	269.0	313.5	198.8
Domestic farm products, daily index (U. S. BLS, Aug., 1939 = 100)	332.0	335.3	345.0	356.8	274.7
Finished steel composite (Iron Age, lb.)	4.376¢	4.376¢	4.376¢	4.131¢	2.686¢
Scrap steel composite (Iron Age, ton)	$42.00	$42.00	$42.00	$42.00	$20.27
Copper (electrolytic, Connecticut Valley: lb.)	24.500¢	24.500¢	24.500¢	24.500¢	14.045¢
Wheat (No. 2, hard and dark hard winter, Kansas City, bu.)	$2.46	$2.43	$2.41	$2.49	$1.97
Cotton, daily price (middling, ten designated markets, lb.)	35.56¢	35.32¢	38.18¢	38.99¢	30.56¢
Wool tops (Boston, lb.)	$2.00	$2.00	$2.00	$2.40	$1.51
FINANCE					
90 stocks, price index (Standard & Poor's)	194.4	191.0	194.5	181.2	135.7
Medium grade corporate bond yield (Baa issues, Moody's)	3.55%	3.55%	3.54%	3.54%	3.05%
Prime commercial paper, 4-to-6 months, N. Y. City (prevailing rate)	2¼–2½%	2¼–2½%	2¼–2½%	2¼%	¾–1%
BANKING (Millions of dollars)					
Demand deposits adjusted, reporting member banks	53,632	53,216	52,317	52,124	††45,210
Total loans and investments, reporting member banks	76,969	76,937	75,773	72,648	††71,147
Commercial and agricultural loans, reporting member banks	22,266	22,153	21,671	20,571	††9,221
U. S. gov't and guaranteed obligations held, reporting member banks	32,360	32,431	31,579	31,926	††49,200
Total federal reserve credit outstanding	25,505	25,867	24,963	24,427	23,883

MONTHLY FIGURES OF THE WEEK		Latest Month	Preceding Month	Year Ago	1946 Average
Employment (in millions)	October	61.9	62.3	61.8	55.2
Unemployment (in millions)	October	1.3	1.4	1.6	2.3
Private expenditures for new construction (in millions)	October	$1,982	$2,030	$1,908	$803
Public expenditures for new construction (in millions)	October	$1,025	$1,068	$941	$197
Consumer credit outstanding (in millions)	September	$21,656	$21,436	$19,362	$6,802
Installment credit outstanding (in millions)	September	$15,188	$14,940	$13,167	$3,025
Manufacturers' inventories (seasonally adjusted, in billions)	September	$43.3	$43.1	$42.1	$21.3

* *Preliminary, week ended Nov. 1.*
†† *Estimate (BW—Jul.12'47,p16).*
† *Revised.*
§ *Date for "Latest Week" on each series on request.*

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Office of Mr. McCue, President, Stamford Rolling Mills Company, Springdale, Connecticut.

WHEN GRIT IS ON THE CARPET . . . DU PONT NYLON CAN TAKE IT

This nylon carpet is in the luxurious office of a copper and brass rolling mill. When men come in from the production line for conferences, they track dirt, sand and grease on the carpet—so much so that it is cleaned and vacuumed daily.

Even after 4 years of this rugged service—abrasion from grit and sand, and daily vacuuming—this carpet of Du Pont nylon shows no wear, and continues to enrich the appearance of this attractive office.

Tests indicate that carpet made with Du Pont nylon will outwear ordinary carpet of the same construction 10 to 1. Nylon isn't damaged by mildew—does not support combustion. Moths and carpet beetles have no interest in nylon . . . and floor covering of nylon is easier to clean because dirt doesn't cling as readily to smooth nylon fibers.

Resilient nylon rugs are comfortable to walk on . . . and quickly recover from the impressions of furniture. The smoothness, uniform thickness and lustrous dyeing characteristics of nylon have made possible new color and textural effects. Properly made nylon carpets don't shrink—stay wall to wall.

Du Pont nylon is now being used in a wide variety of products—sewing thread, fish nets, rope, industrial filters and many others. Perhaps its unique combination of properties can help you improve a product, create a new product or speed a production process.

NEW BOOKLET: "Nylon Textile Fibers in Industry" contains 23 case histories, shows you how businessmen are using nylon in industry today. Write for your copy. Tell us your fabric or fiber problems. Address Textile Fibers Department, Room 4423-B-11, E. I. du Pont de Nemours & Co. (Inc.), Wilmington, Delaware.

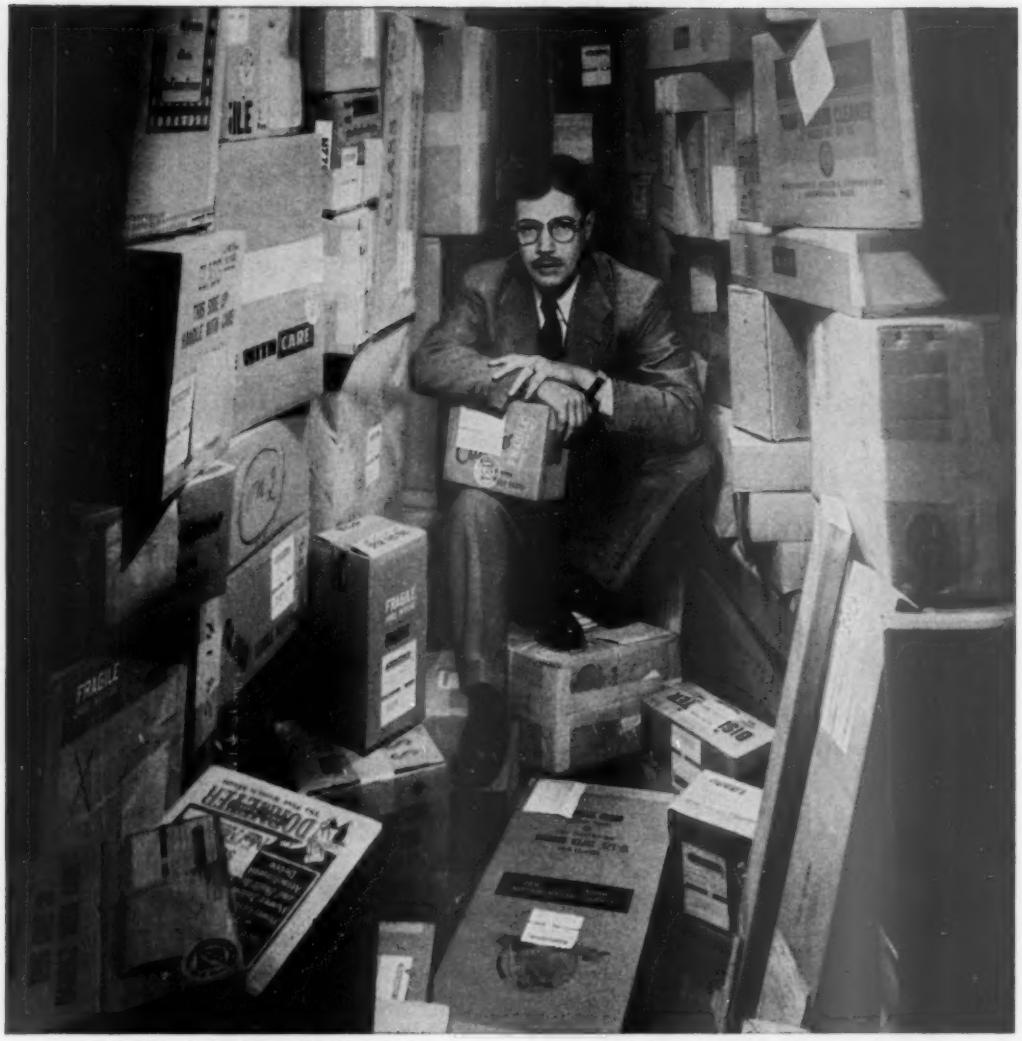
DU PONT 150th Anniversary

BETTER THINGS FOR BETTER LIVING . . . THROUGH CHEMISTRY

Du Pont fibers are planned for better living

NYLON
ACETATE
ORLON* *acrylic fiber*
RAYON
DACRON* *polyester fiber*

*DU PONT TRADE-MARKS



"What would you have done?" asks Mr. George Fehlman

Executive Vice-President, Belnap & Thompson, Inc., Chicago—merchandise prize incentive programs

"Recently, we had to deliver prize material to client sales meetings, scheduled all over the country for the same day.

"We were forbidden to ship early—and we *must* not be late! What would you have done?

"We called Air Express.

"Within 24 hours, almost 1,000 shipments were dispatched. All arrived on schedule. Not a single call or wire inquiring about a shipment was received!

"We've become accustomed to that kind of service from Air Express. What's more—on practically every shipment we make, the Air Express rate is *lowest* in the field. These rate differences often save several hundred dollars in one day's shipping!

"Our business has grown from $4½ million yearly sales 5 years ago, to more than $9 million this year. We give credit for an important 'assist' to Air Express!"



AIR EXPRESS

GETS THERE FIRST

Division of Railway Express Agency
1952—our 25th year of service

BUSINESS WEEK

NUMBER 1210

NOVEMBER 8, 1952



Changing the Business Climate

The Republican majority in Congress is so paper-thin that Eisenhower will have to be part shepherd and part magician to keep the Senate and the House in line.

All his success at getting militant partisans together in war and in the campaign will be overshadowed if he keeps Congress on his side during the next two years. His whole administration, the whole Republican resurgence after 20 years out of power, can turn sweet or sour on Capitol Hill.

The two-seat margin in the Senate, and the 10-odd Republican majority

Chairmen, Key Senate Committees



GEORGE D. AIKEN
Agriculture



STYLES BRIDGES
Appropriations



LEVERETT SALTONSTALL
Armed Services

Chairmen, Key House Committees



CLIFFORD R. HOPE
Agriculture



JOHN TABER
Appropriations



DEWEY SHORT
Armed Services

in the House obviously can be tipped any time Ike stubs his toe on a major administration issue. Or it can be tipped by a trivial political or social snub.

• **Paradox**—Here you have the astounding fact of last Tuesday's election in sharp statistics: Ike's popularity was great enough to bowl Adlai Stevenson over in a popular vote and electoral vote landslide—yet he came frighteningly close to losing his first Congress.

Eisenhower led the Republican ticket almost everywhere, in the states he won and even in the few he lost. When Roosevelt and Hoover performed this feat in 1936, 1932, and 1928, they carried in with them Congressional majorities of equal landslide proportions. So why not Ike? Did he just win a popularity contest against Stevenson, the unknown before Chicago? Or did the voters throw away the textbooks that say Congress and the White House are co-equal branches of government and put all their eggs in the Eisenhower basket?

A little of both, the politicians say.

Certainly the name Ike is the best trademark since the advent of Coca Cola. But also what he had to sell was enough to break Democratic ownership of union members, minority groups, farmers—and still hold the businessman as well.

He had Korea, and the hope that in some way the frustration there could be ended.

He had the appeal of a man who would do something about corruption in Washington.

He got the support of those who felt deeply and angrily that Truman was taking domestic communism too casually.

• **More Than Numbers**—Perhaps the Eisenhower majority in Congress is bigger than the technical Republican majority. Certainly Sen. Price Daniel, the new senator from Texas, will be friendly. He and Gov. Shivers led the bolt of Texans to Eisenhower. And Sen. Byrd of Virginia, a long-time New Deal foe, helped to shove Virginia to Eisenhower by refusing to come out for Stevenson. Unless the minority begins its traditional role of opposition early, there will be some Eisenhower Democrats in both houses. And he will need them, because Eisenhower has in his party men of seniority and influence who have never been "for" any administration. It is no easy trick to change your political stock in trade overnight—and men like Rep. John Taber of New York and Rep. Charles Halleck of Indiana have been "agin-ers" a long time.

The coalition of Democrats and Eastern Republicans has been working a long time in behalf of Truman's major foreign policy programs. And a coalition of Democrats and Midwestern Republicans has thwarted Truman's Fair Deal domestic programs at almost every step.

So to begin with Eisenhower has a working majority on issues of war and peace. And on domestic issues a coalition of conservatives will see to it that Eisenhower sticks close to his own personal moderate approach.

Eisenhower's real problem will arise after the honeymoon period accorded every new President. Later, when new elections come up, the struggle to regain control will take first place in the minority man's heart.

• **Key Men**—The new Speaker of the House will be Rep. Joseph Martin of Massachusetts, who ran the House in the 80th Congress. His majority leader probably will be Halleck. In the Senate, Bob Taft will be top man, whether as chairman of the GOP caucus or as floor leader. It is likely Taft will remain as chairman, and Sen. Saltonstall of Massachusetts, will be floor leader.

In these leaders Eisenhower has top representatives of the two wings of the Republican party that he successfully drew together after the bitter Chicago fight.

He shows every sign of building his administration along the same lines—to give prominence to the Taft wing as well as the Lodge-Dewey wing. Indeed, his success in the South may well portend bringing in Southern representa-



JOSEPH R. McCARTHY
Government



EUGENE D. MILLIKIN
Finance



ALEXANDER WILEY
Foreign Relations



ROBERT A. TAFT
Labor



JESSE P. WOLCOTT
Banking



CHAUNCEY W. REED
Judiciary



SAMUEL K. McCONNELL, Jr.
Labor



DANIEL A. REED
Ways & Means

tion to build on the start of Republicanism in Dixie.

This approach not only gives the Republican party strength; it also gives Eisenhower a broad base of political support that makes him less beholden to any particular group.

• **Meanwhile**—Maintaining that broad base will take delicate maneuvering—starting right now. Eisenhower is going to try to work with the outgoing Truman administration on major problems so that the change of power will still keep the United States strong against the Soviet.

Ike and Truman are going to talk about Korea; Eisenhower's men will be working with Democrats at the Budget Bureau, the Pentagon, and the State Dept.

Through this period, admirable as the idea is, Eisenhower will have to be cautious. He must be in close touch with Truman so that they jointly could handle any overriding issue like a new Korea or a national emergency strike. But at the same time he must make sure not to open himself to charges of being taken in by Truman.

I. Eisenhower's Men

Eisenhower's cabinet, his White House staff, and his key administrators will come very largely from the group he gathered together in the campaign.

No cabinet has been selected—yet. Indeed, Eisenhower and his campaign organization have been so busy getting votes that they have had little time to talk about the subject, even in the few off-moments they have had to gossip.

• **Offers**—There are a few sure things. The courtesy of inviting stalwarts to serve will be honored. For example, John Foster Dulles will be asked to become Secretary of State. He has the good feeling of most Republicans, and he is Eisenhower's No. 1 foreign-policy adviser.

Gov. Thomas E. Dewey is another man who can go to Washington if he wants to. As with Dulles, though, he might choose not to take on an administration job, but rather keep himself available for unofficial service.

• **Intimates**—The men who rode the "Look Ahead Neighbor" campaign special will form the nucleus of Eisenhower's intimate staff, whether in White House jobs or somewhere else in the administration. For example, Gov. Sherman Adams of New Hampshire, who rose during the campaign from relative obscurity to become Eisenhower's most influential adviser.

Then there are Robert Cutler of Boston, Ike's confidential aide, and Gabriel Hauge, who directed research and put together many of Eisenhower's whistle-stop speeches. Hauge is an economist and writer, who has been on leave from BUSINESS WEEK; he is equipped to become a White House assistant or to go onto the Council of Economic Advisers. Arthur Vandenberg, Jr., who headed the campaign-headquarters staff, had more than a decade of experience in Washington as secretary to his father, Sen. Vandenberg. James C. Hagerty, former New York Times reporter and secretary to Gov. Dewey, has handled campaign-train press relations during the last three Republican campaigns; he's the top prospect to become the President's press secretary.

Retired Gen. Jerry Persons, who is described by Eisenhower as "the man who knows best how to handle me," made his Army career as congressional liaison officer, and can be expected to take on that kind of job at the White House.

• **Cabinet**—Cabinet making cannot be done in such a personal manner. Not only does politics require that the Cabinet have broad geographical representation, but Eisenhower himself has a feeling he wants diversity of ideas and temperament around him.

This bringing of conflicting elements together is an Eisenhower genius—proved by his success in World War II, at NATO, and on Nov. 4.

Geography would swing the betting against any cabinet including both

Dulles and Dewey, because they both are from New York. The same goes for Cutler, a prospect for Secretary of the Treasury, and lameduck Sen. Lodge, being talked of for Secretary of Defense. They're both from Massachusetts.

Ex-Gov. Stassen of Minnesota fits the pattern pretty well. He's from the Midwest, was important in the campaign. Most talk is that he will become Secretary of Labor. Rep. Clifford Hope of Kansas has been the most-talked-of man for Republican Secretary of Agriculture in the last two campaigns. He was agriculture-committee chairman in the Republican 80th Congress, and is in line for it again.

A businessman fitting the geographical requirements is Douglas Stuart, GOP committee treasurer, close to Taft and vice-chairman of the board of Quaker Oats Co.—a good bet for Secretary of Commerce.

Westerners regard the Interior secretaryship as their own, but no outstanding candidate has emerged. And if tradition holds, GOP National Chairman Arthur E. Summerfield of Michigan will become Postmaster General.

II. Eisenhower's Economics

Eisenhower inherits from Truman the fundamental problem that neither the New Deal nor the Fair Deal ever solved: How can you maintain high levels of employment and production in the U. S. without promoting a more or less permanent inflation?

Truman's answer—to the extent that he had an answer—was to accept inflation, rejoicing in its higher payrolls, but then trying to keep prices in line by using direct controls, particularly price controls.

Eisenhower's answer is to go to the root of inflation first. This he stated most directly in his Oct. 2 speech in Peoria, Ill. He made three main points:

• "Provide a sound dollar. . . . A first and vital step is to eliminate the deficit from our national budget."

• Restore the incentive to expand production, primarily by cutting government spending and taxes. His goal, "assuming that the cold war gets no worse, is to cut federal spending to something like $60-billion within four years" from the present level of $81-billion.

• Give "positive support and encouragement" to new industry.

In other words, Eisenhower's answer to the fundamental problem runs something like this: First cut expenditures. That will open the way for a cut in taxes. When taxes are cut, industry will expand. And this expansion will give the stimulus formerly provided by a government deficit.

• **Budget**—There will be a showdown when Congress starts work on the 1953-1954 fiscal year budget. It will be a two-front fight for Eisenhower.

On the one hand, he will have to defend himself against congressmen like Rep. John Taber, whose impulse, generally, is to go at a budget with a meat cleaver.

On the other, he will have to make some economies—over protests from the Democratic minority, which insists on continued government programs despite a deficit. And Eisenhower will be hampered in both directions by the fact that the budget will be the work of Truman's men, mostly, not Republicans. Ike will have a chance to make modifications, perhaps, but he has no time to start from scratch.

• **Taxes**—Taxes is the other side of the coin from expenditures. And here Eisenhower will have full authority to act. He can let the excess profits die June 30. The post-Korea increase (10% to 11%) in individual-income levies expires Dec. 31 next year; he can let that die if he wishes. Or he can seek to extend or modify both. Indications are he will let both of them die—especially if signs of a business turndown any time next year make him anxious to give consumers and business more money to spend.

• **Deflation**—Any slump in business would bring another showdown on Eisenhower's economic policy. This could happen as early as the second half of next year. And again, Ike would be in a squeeze:

• The New Dealers in Congress would begin to demand heavier federal spending for public works to keep men working.

• Conservative Republicans would give Eisenhower trouble the first time his Secretary of the Treasury dipped into the red ink.

Eisenhower has never spelled out just what he would do in a situation of this sort. But all through New England in the closing days of the campaign he pledged that the full resources of the federal government would be used to fight another depression and to maintain high employment. He said it in Fall River, in Lawrence, and in Lowell, Mass.—the remembered depression towns of 1932—and Massachusetts gave him a majority of its votes.

Roosevelt's era is proof enough that a political party simply can't afford to have a real slump.

To some extent, the question may solve itself. With the federal budget running over $60-billion and with the tax system geared closely to incomes, any real deflation would unbalance the budget automatically. Expenditures would at least hold steady and would probably rise. Revenues would shrink. To maintain a balance, the Republicans would have to raise taxes in the teeth of a deflation. And that's probably more than even the right wing would buy.

• **Sound Money**—The budget won't be the only place where Eisenhower's "sound money" leaning makes a difference. It will have equally important effects on the role of the Federal Reserve System in the U. S. economy.

In general, the Republicans lean toward control of the supply of credit and the interest rate as a means of checking inflation or promoting expansion. Eisenhower himself has made no commitments on this point, but his advisers will be urging him to throw more responsibility for inflation control on the Federal. Hence, if inflation is a threat in early 1953 or at any later time, you can expect the Reserve Board to embark on a real program of tightening money.

This would be a clean break with the Truman tradition. Truman and Secretary of the Treasury Snyder liked low interest rates on principle. They first tried to make the Reserve Board knuckle under entirely, then gave grudging consent to a limited program of tighter money.

• **Common-Sense**—But perhaps the most striking difference between Eisenhower economics and Truman economics will be a matter of tone. Under the New Deal and Fair Deal, government policy has always traveled with large quantities of academic baggage. Washington has provided a ready market for an economist with a trick scheme or a novel explanation. A sizable staff of economists, scattered through various government agencies, has been busy building a body of theory to support the Administration's broad policies.

Under Eisenhower, the atmosphere will be more common-sense. Economic explanations will be more orthodox. There will be fewer government experts expounding novel theories and unorthodox approaches.

Not that the theoretical economists will pack up and leave Washington. Most of them will stay. But the tone of their thinking will swing away from direct government management of the economy, back toward the broad indirect controls such as credit management. And economists as a group will be less prominent in Washington. They will have less to say and will say it more discreetly.

III. A New Labor Climate

Nowhere will the "changed climate" that the Eisenhower administration promises to provide have a more immediate or dramatic effect than on the delicate balance between unions and business. This will apply to politics, to union-management relations, to union-government relations, and to legislation.

Next to the professional Democratic

politicians, the group hit hardest by Tuesday's results was the labor-union officials. With a unanimity never before attained, they were thoroughly and officially committed to Stevenson. The election puts their political stock lower than it has been at any time since it started to rise in 1936, when John L. Lewis lent the Democrats $500,000, fathering the idea that developed the CIO-PAC and AFL's Political Education Committee. The unanimity achieved for 1952 will probably never come again. Some union leaders, principally in CIO, will battle for control of the Democratic Party. Others will try hard to make peace with the new administration.

• **Militance**—It is probably a lucky thing that few important labor contracts are due to expire this winter. Feeling suddenly on the defensive, some unions would tend to react with greater militance in dealings with employers. Similarly, some employers will read the election returns as an opportunity to "get tough" with unions. There probably will be an increase in disputes until both sides find some stable footing in the new bargaining atmosphere.

But Ike's commitment to collective bargaining, strong unions, and "no union busting" should prevent radical reversals in established bargaining positions. It should be noted that for about a year employers generally have been taking a less complaisant line toward union demands; the stand of the steel industry in the recent steel strike is the most recent example.

• **Adapting**—There's a big change coming in union-government relations. The U. S. labor movement grew from tadpole to big frog with the help of Roosevelt and Truman. Many of the biggest and most strategically placed unions have no experience whatsoever in living with either neutral or hostile government. They will have some adapting to do. But so will the Republicans.

The Eisenhower administration has an opportunity to demonstrate that legitimate and responsible unionism is not threatened by the end of Democratic rule. That opportunity will not be neglected. Ike wants to push the initiative for settling disputes back on the parties themselves; he wants to keep labor disputes out of Washington. What will happen the first time government refuses to pull a big union out of the hole remains to be seen. But when that occurs once or twice, labor leaders will find a new incentive to settle directly with employers.

• **Legislation**—Expect nothing startling in the way of legislation. Sen. Taft's 1950 amendments to the Taft-Hartley act should be quickly enacted. These are all "liberalizing" amendments. The two most important among them are: (1) a provision to enable economic strikers to vote in representation elections—thus answering a principal criticism that the act may now be used to freeze out unions; and (2) a provision that Taft-Hartley boards in emergency disputes be authorized to bring in recommendations for the settling of those disputes—thus answering the criticism that the emergency dispute section of the law is a dead end.

Study of changes in the Dept. of Labor will also be undertaken, along the lines of the Hoover Commission report. This department, which, under the Democrats, dwindled to something less than bureau status, will almost certainly be built up again—probably under the strong hand of Harold Stassen.

IV. Dealing With Russia

Korea is one issue Eisenhower has to deal with right now, even while he is resting at Augusta, Ga. Sadness and frustration about Korea are undeniably two of the deep-seated emotions that prompted the people to vote Ike in; and the first promise he is coming through on is to "go to Korea."

There is one specific thing he can and will do: direct Gen. Van Fleet to go full steam ahead on training Korean troops. Eisenhower figures twice as many soldiers could be drawn from South Korea as are now used in the U. N. forces. Training these additional 350,000 to replace U. S. troops would permit withdrawal of American forces to reserve positions. This would not get the boys home the day after tomorrow—but it would give a psychological lift.

• **Negotiation**—Less tangible, but still equally important, will be Ike's on-the-spot presence; his supporters feel that that in itself will give the Communist negotiators something to think about. Eisenhower's astounding landslide may be a pointed enough demonstration of his domestic strength to make Moscow figure its stalling game has run its course—that it either has to accept a truce or get tougher with a United States that has just rallied around a military leader.

At Abilene, Kans., in June, Eisenhower said we could not pull out of Korea; at the same time, he does not feel this country is able or willing to take the initiative in expanding the fighting. But he is willing to talk tougher, to beef up this country's entire Asia policy. Girded with the election victory, he can look a lot more formidable to the Soviets than lame-duck Truman has looked in recent months.

• **NATO**—In Europe, Ike has a lot of confidence in the North Atlantic Treaty Organization, more perhaps than the Truman Administration has had. And he is committed to some method of insuring better economic stability in the free world.

Early in his term, he must ask Congress for the $6-billion budgeted for NATO next year; if he goes ahead with present plans to help arm Germany and Japan, the appropriation might have to be increased to between $7-billion and $8-billion.

• **Economic Aid**—Getting money for NATO should not be too difficult in the honeymoon period any new President enjoys with Congress. But economic aid is another breed of cat.

The thinking going on now is that some new methods of securing economic stability must be found and tried. The talk runs to such things as currency stabilization and lower tariff. But the Republicans, particularly Taft, have opposed any more International Monetary Funds or British loans; and they have opposed lower tariffs ever since the Hull reciprocal trade program became law.

It is here that Ike will have to be skillful—will have to nurture and broaden the coalition of Democrats and eastern Republicans that has been writing U. S. foreign policy into law over Old Guard Republican opposition. If he has to fight for an economic-aid program at the same time Congress is working at reducing government expenditures, his job will not be a chore but a travail.

V. Steady Mobilization

Obviously, Eisenhower will put his own stamp on the defense program. His men will be working with the Defense Dept. to build his views into the 1954 fiscal year budget that is now in the making.

From his speeches, you gather that Ike will be less inclined than Truman has been to stop and start mobilization at every turn of Stalin's propaganda line. He is likely to take this stand: The present buildup should continue in a steady rise to a plateau. Perhaps he will put more emphasis on getting NATO countries armed.

Eisenhower can be expected to stand by today's program for a 24-division army, a 1,200-ship navy, a 143-wing air force. He favors universal military training, but will not try to establish it while the draft is supplying men to the forces.

This program adds up to another $50-billion military budget for fiscal 1954.

Even a settlement in Korea would make no substantial change in the total being spent for military preparedness. U. S. troops still would be left in the Far East to secure the truce from reserve bases. What could be saved would be the $5-billion worth of ammunition and equipment being spent in the fighting.



25,000-ACRE FIRE—biggest blaze of current epidemic—rages in Tennessee. To fight it and others, state has set up . . . . . .



TROOPS ARRIVE on scene of fire. Volunteers include National Guardsmen, college men, miners, 4-H Club members. Often, they're quartered in schoolhouses.



THEY'RE BRIEFED by state forester. Modern equipment and knowhow, he explains, minimize danger. Only one firefighter has been killed in Tennessee this year.



THEY SET OUT for the fireline. Most fires in state have been ground-hugging.



OPERATION BRIMSTONE: Headquartered in the east Tennessee town of Harriman, officials direct a 2,500-man army of firefighters.



CLEARING a firelane—4-ft.-wide swath—is the first job. Unless there's a high wind, the fire won't jump lane. Second step is . . .



BACKBURNING: When firelane has been cut, a new fire is started out to meet the oncoming blaze and kill it.

Operation Brimstone: Fires All Over

Much of the U.S. panted through a searing drought this summer. To make matters worse, fall weather in these same areas has been the driest in decades. Because of that, the U.S. Forest Service warned last week, danger of forest fires right now is greater than at any time in the nation's history. Woods are so dry that an unguarded campfire or a carelessly dropped cigarette might easily set off a 1,000-acre blaze.

In some areas of the country, that danger has already become a roaring fact. Illinois last week had a total of some 200 fires that burned through about 50,000 acres. Michigan had 228 fires covering 1,700 acres. A single county in Pennsylvania—Fayette County—reported two fires over the weekend that ate through 7,500 acres of woodland between them.

• **Hottest Spot**—Possibly worst hit of all states has been Tennessee. According to Carl I. Peterson, state forester, fires raging in Tennessee this week are the worst the state has ever seen.

Of the state's 3-million acres of woodland, an estimated 340,000 acres—500 sq. mi.—had been fire-damaged by the end of last week. Peterson figures that total losses due to the fires may already have reached $3-million.

Tennessee also had the distinction, this week, of battling the biggest single fire reported during the current epidemic (pictures). This blaze, covering 25,000 acres, is on and near the Cherokee National Forest. Together with other fires, it has helped burn through some 40,000 of the forest's 500,000 acres.

Military Budget . . .

. . . for fiscal '54 will be pared down to $41-billion. But that doesn't mean big cuts in the arms program.

Last week Pentagon lights burned well into the Washington night. Reason: the annual review of the up-coming military budgets by the Pentagon's financial committees.

Experts from the three services, plus the staff of Assistant Defense Secretary Wilfred J. McNeil were going through what's known in Pentagon parlance as "marking up the budget." Actually, they were paring down totals from what Defense Secretary Lovett had called an "ouch" figure, probably in excess of $50-billion.

Result was a military budget for fiscal 1954 of about $41-billion. That's just for the military functions alone, though. When you add an estimated $3-billion for military construction plus another $6-billion for arms aid, the figure climbs back up to $50-billion.

• **Fiscal Hangover**—Even though the $41-billion figure is some $5-billion below the $46.6-billion voted by Congress for fiscal 1953, that doesn't mean the arms program is rapidly starting downhill. There are two things you should recall about up-coming military appropriations: first, that procurement money voted in one fiscal year is seldom spent for another year or more; and second, by the time fiscal 1954 money is spent, we will have largely completed the arms buildup.

Actually, what the Pentagon will ask for next year in the way of appropriations has little bearing on the arms program for fiscal 1954. The key to the entire arms program is the credit balance that the Pentagon carries on Treasury books.

• **In Reserve**—Last June 30 the military wound up fiscal year 1952 with an unexpended balance of $60-billion. Much of that will find its way into business during this year. Even so, by June 30, 1953, the military will still have about the same amount on hand. Reason: Most of what's spent will be replenished by a carryover of part of the $53-billion that Congress voted for military functions, construction, and arms aid for fiscal 1953.

Furthermore, even if Congress were to vote as little as $35-billion for fiscal 1954, the change wouldn't show up until the credit balance was eaten up by deliveries of weapons some time in 1955.

That's why you shouldn't take a reduced military budget to mean that the props have been pulled out of the arms program.

• **Breakdown**—As in previous years, the actual budget figures are kept under wraps until the President presents them to Congress in January. But the $41-billion is probably as close a figure as you can get out of Pentagon sources. It jibes pretty well with the overall plan to ease back down to a sustaining level of armed forces by the 1955-56 period. Strength of forces by that time will still be: a 24-division army; a 1,200-ship navy; and an air force of 143 wings. Manpower will be just under 4-million men.

There may be some changes in the fiscal 1954 appropriations made in the Budget Bureau and the White House before the final figure comes out. But most experts agree that the new administration won't have a chance to cut its teeth on a military budget until fiscal 1955 rolls around.

Here's how the $41-billion is likely to be sliced servicewise: The Air Force will ask for about $17-billion; the Army, about $13-billion; and the Navy, about $11-billion. Military construction will call for another $3-billion; and arms aid to our allies—appropriated to the President but turned over to the Defense Dept.—may go as high as $6-billion.

This is a considerable reduction from what the Defense Dept. asked for to carry it through fiscal year 1953. A year ago Pentagon budget experts were figuring on about $51-billion for direct military use; $3-billion for construction; and another $6-billion in arms aid. Congress cut that to $46.6-billion for the services; $2.2-billion for construction; and $4.2-billion in military assistance. Total came to around $53-billion instead of the $60-billion originally asked for.

• **From Scratch**—According to Assistant Defense Secretary McNeil, Congress should have little fault to find with the fiscal 1954 military budget. Budget planners along with the military-service secretaries had three years of cost history on which to base their estimates. This year the program was started from scratch. No ceiling was set: The budget was planned from the ground up.

• **Slowing Up**—All the services will reduce their hard-goods buying as the mobilization program tapers off. By late 1955 or early 1956, they will have completed their buildup and will have settled on a steady program of modernization and replacement without further expansion. Right now McNeil figures that the sustaining level of the entire military establishment will be somewhere between $35-billion and $40-billion annually. Chances are that the military budget for fiscal 1955 will be in that area—barring further outbreaks of war.

More Horsepower

Chrysler to bring out engine around 200 hp. to meet rumored Lincoln, Cadillac, and Buick developments.

The horsepower race among Detroit automobile companies is intensifying. Word leaked out this week that Chrysler decided to step up the rating of its V-8 Fire Power engine from 180 hp. to an indicated 200 hp. or more.

Chrysler had announced its new models Oct. 29, saying then that the large engine would continue at 180 hp., but that the smaller engine would be increased from 116 hp. to 119 hp.

• **Competition**—That had been the plan till Lincoln let the word out that its 1953 engine would go up to 205 hp. Meanwhile, well-grounded gossip has been heard around Detroit that the new Cadillacs, still to be announced, would also feature horsepower in excess of 200, and that the new engine to appear on the larger Buicks would also be not far away from that level.

When these reports began to get around, Chrysler sales people got itchy. Company policy earlier had been to stand pat with the 180 hp. rating and not to get into a power race such as occurred in the late 1920s. But the pressures of competition changed that.

Chrysler had tried to stave off a power race. The means was subtle: a demonstration of a Chrysler Fire Power engine that had been modified to approximately 400 hp. for tests on tires at the Indianapolis Speedway and elsewhere by Firestone.

The Chrysler division people hoped that this would convey a message to the rest of the industry—that if a horsepower race was to begin, their entry had the greatest potential of all. But Lincoln had already gone ahead with its program, Cadillac was in process, so Chrysler finally decided that this was the year.

The upgrading of the Chrysler engine will take time. It will likely be two or three months, maybe more, before the modified and stepped-up engine can get into production.

• **Detroit Worries**—The industry, meanwhile, is worried about the possible end-effects of such a scramble for power. Newspaper editorials decrying the development have already appeared. Detroit is worried about the effect of horsepower on the accident rate, and the unfavorable publicity that would follow.

Horsepower alone is not an attribute of speed—but horsepower might get the blame for circumstances accruing from other factors.



From the Beale Collection of Early Americana

Horseshoe Iron...to Aircraft Steel

Ryerson Completes 110 Years of Service

When Joseph Ryerson opened his first small iron store, 110 years ago, the clang of the blacksmith's anvil was a dominant note in America's metalworking industry. Blacksmiths, boiler makers and other metalworking pioneers were the iron store's first customers. Their orders for horseshoe and boiler iron, axles, plow steel, spikes, etc. formed the basis of our business.

Today that small iron store has grown to be the world's largest steel service organization with fifteen great plants strategically located across the nation.

On the occasion of our 110th Anniversary, we are grateful for our thousands of customers whose orders through the years testify to the Ryerson tradition of trustworthy service. And we are thankful for the privilege of living and working in a free country where initiative and service are rewarded.

From your nearby Ryerson steel plant flows every kind of steel in every shape and size to meet the needs of industry. Ryerson shipments cover everything from structural shapes and plates of carbon steel and bright sheets of stainless to high strength aircraft-quality alloys.

When you need steel, any kind, any quantity, cut to order and delivered promptly we will be pleased to have you call us.

PRINCIPAL PRODUCTS IN STOCK

CARBON STEEL BARS—Hot rolled and cold finished

STRUCTURALS—Channels, angles, beams, etc.

PLATES—Many types including Inland 4-Way Safety Plate

SHEETS—Hot and cold rolled, many types and coatings

TUBING—Seamless and welded, mechanical and boiler tubes

ALLOYS—Hot rolled, cold finished, heat treated. Tool steel.

STAINLESS—Allegheny bars, plates, sheets, tubes, etc.

REINFORCING STEEL—Bars and accessories, wire mesh, etc.

BABBIT METAL—Lead base.

RYERTEX—Plastic bearing.

MACHINERY & TOOLS—Metal fabrication

RYERSON STEEL

JOSEPH T. RYERSON & SON, INC. PLANTS AT: NEW YORK • BOSTON • PHILADELPHIA • CINCINNATI • CLEVELAND • DETROIT
PITTSBURGH • BUFFALO • CHICAGO • MILWAUKEE • ST. LOUIS • LOS ANGELES • SAN FRANCISCO • SPOKANE • SEATTLE

WITHOUT Oil . . . .



Farmers would still walk behind a plow!

Thirty-five years ago many farm youngsters would run and hide when they saw an automobile chugging down the road. Horses would run far across the field. Cows would get so upset they wouldn't give milk when a big top-heavy car sped through the farm yard at 20 miles an hour.

If there were no oil today, farmers would have to go back to the horse-drawn plow. There could be little, or no large scale farming with its economies in time, money and manpower.

SUNRAY refineries are in the heart of a great agricultural and ranching region. Millions of gallons of gasoline, fuel oils and liquefied petroleum (LPG) products, produced and refined by SUNRAY, are used by America's farmers every year.

Many mid-continent farmers and ranchers receive thousands of dollars in lease rentals and oil royalties from SUNRAY each year. But even with oil wells on their own land, they continue to grow crops and raise livestock for shipment to other communities.

The oil industry helps to keep America progressive, and . . . SUNRAY's progress and America's progress go hand in hand.

SUNRAY NATURAL POWER OILS

SUNRAY OIL CORPORATION

GENERAL OFFICES • FIRST NATIONAL BLDG. • TULSA, OKLA.

BUSINESS BRIEFS

A St. Lawrence power project that will produce more than 12.5-billion kwh. of energy a year got a go-ahead from the International Joint Commission. The U. S. and Canada will build three dams just downstream from Ogdensburg, N. Y. They are expected to help develop the St. Lawrence Seaway for navigation.

•

Christmas Club savers will collect a record $1,023,000,000 beginning Dec. 1. Total funds are about 7% larger than last year. But the $87.35 average saving per member is slightly less than last year's $87.50.

•

American President Lines is considering building eight new liners—five to go round the world and three for trans-Pacific travel. The steamship line was bought last week by A.P.L. Associates, after years of legal wrangling between the government and R. Stanley Dollar, son of the founder (BW—Nov.1'52, p36).

•

Cincinnati Enquirer has become a full-fledged employee-community-owned newspaper by handing over $250,000 in commission to Portsmouth Steel Co. The steel company put up $7.6-million in September so an employee-formed corporation could buy the paper. Enquirer employees paid back the purchase price last month (BW—Oct.4'52, p36).

•

Cory Corp. is now going to make pencils as well as coffee-makers. It has bought all assets of Autopoint Co., Chicago. In the last three years, Cory has added three other lines—stainless steel kitchen utensils, room air conditioning, and fountain and restaurant equipment.

•

Ohio Valley Electric Corp. has picked Madison, Ind., and Gallipolis, Ohio, as sites for two giant powerplants that will supply the electric needs of AEC's $1-billion uranium-diffusion plant at Portsmouth, Ohio (BW—Oct.18'52, p36). The two plants will use 7.5-million tons of coal a year—enough to fill a train of hopper cars that would stretch from New York City to Miami, Fla.

•

One statewide referendum got overwhelming approval in Tuesday's voting. New Jerseyites voted two to one to use the state's credit for $285-million in bonds to build the 168-mi. Garden State Parkway. The state's second big toll-road project will connect New Jersey's northern and southern tips (BW—Sep.13'52,p90).



It's a man's world . . . or is it?

No adult can know the wonder and excitement of a small child discovering the world around him. Yet even while the globe is still just a big round, shiny object to him . . . Rand McNally is already his friend. Picturing, in the children's books we publish, the familiar objects in his life. Attaching simple words and phrases to them.

And because a child's world is shaped by the books you read to him . . . we at Rand McNally have a serious responsibility. The same regard for truth and accuracy that makes our maps and atlases so authentic has made our children's books famous: our well-loved "Book Elf" series . . . our animal books and adventure stories . . . our religious books for the young.

Later, as your child's world continues to grow, Rand McNally is again his companion . . . with authoritative textbooks for school . . . with fascinating books of nonfiction to enrich his maturing mind.

Truth and accuracy, the mark of everything we print at Rand McNally, have a special meaning in the books we publish for your child.

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The Town House

In New York—THE WALDORF-ASTORIA
THE PLAZA AND THE ROOSEVELT
In Chicago—THE CONRAD HILTON
AND THE PALMER HOUSE
In Washington, D. C.—THE MAYFLOWER
In Los Angeles—THE TOWN HOUSE
In St. Louis, Mo.—THE JEFFERSON
In Dayton, O.—THE DAYTON BILTMORE
In Fort Worth and El Paso, Texas—
THE HILTON HOTEL
In Albuquerque, New Mexico—
THE HILTON HOTEL
In San Bernardino, Calif.—
ARROWHEAD SPRINGS
In San Juan, Puerto Rico—
THE CARIBE HILTON
In Chihuahua, Mexico—
THE PALACIO HILTON
In Madrid, Spain—
THE CASTELLANA HILTON
(*Opening early* 1953)

Take someone to church this week . . . you'll both be richer for it

AS DISTINCTIVE AS THE FILM CAPITAL . . . in Los Angeles

Glamorous surroundings highlight gracious accommodations at the Town House on fashionable Wilshire Boulevard. Guests enjoy the outdoor atmosphere of the dining patio, the beautiful garden swimming pool, and the smart Lanai studio rooms. Conveniently located to all of metropolitan Los Angeles, the Town House—like all Hilton hotels—is famed for its warmth and friendly hospitality.

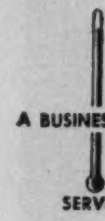
Hilton Hotels
ACROSS THE NATION

Conrad N. Hilton, President

EXECUTIVE OFFICES • THE CONRAD HILTON • CHICAGO 5, ILLINOIS

WASHINGTON OUTLOOK

WASHINGTON BUREAU
NOV. 8, 1952



The coming change in Washington can be seen now in general outline. Vital details are lacking, of course. But enough is known about Eisenhower and the men around him to give a firm sense of direction on major policies affecting you and your business. The signs are for a better climate.

•

The new administration will be "moderate." Eisenhower is a middle-of-the-roader, by temperament and conviction. Too, the makeup of the new Congress will be against big swings, either right or left.

It will be a more impartial administration. Eisenhower romped in without having done any kowtowing to the big voting blocs. That leaves him free of obligation to decide issues on what's best for everyone.

And it will be a wholly fresh administration. The house-cleaning will be thorough at the levels where policy is made. In every change of party, the new blood brought in always is anxious to make a good record at the start.

•

Eisenhower is in a strong position. His sweep cracked the big blocs that have been the Democratic bulwark for 20 years. He went strong in the big cities, such as New York, Chicago, and Detroit. He swept the farm areas. And he broke into the South. And everywhere, he ran ahead of his party. This means that many members of both House and Senate owe their seats to him. This will be a help when it comes to dealing with Congress.

•

Eisenhower will move fast in shaping up his policy lines. In fact, he must make some key decisions before he goes to the White House Jan. 20. These will indicate the philosophy that will guide his administration and the tactics he will use in dealing with Congress.

Spending is high on the list. Truman has invited the President-elect to take a hand in the final shaping of the budget for fiscal 1954 (the 12 months starting July 1, 1953). Thus Eisenhower has some chance now to get going on his ideas for saving money. Any big economy, however, will have to wait until the new administration has had time to review the whole spending program of the government.

•

An early decision must be made on taxes, too. Eisenhower has held out hope for cuts—but without being specific on when and where.

June 30 is the deadline on the excess-profits tax. As the law stands, this levy will go off the books next midyear unless Congress acts to extend it. There have been hints that Eisenhower might let it expire, or at least modify it as a stimulant to business as defense levels out.

There's a Dec. 31, 1953, deadline on individual rates. That's when the special post-Korea boost of roughly 10% on individual incomes will end unless Congress acts. If the excess-profits tax is allowed either to lapse or expire, it's a good bet individuals will get relief, too.

•

Foreign policy will be reexamined right from the start. There will be no sharp shifting, but there will be changes.

On Korea, Eisenhower is expected to be tougher than Truman has been, both in pressure on Russia to call off the war and on our allies to take a bigger share in the fighting if the conflict continues.

Economic-aid decisions can't be postponed long. West European countries face more financial difficulties. Assistance will continue. But the

WASHINGTON BUREAU
NOV. 8, 1952

expectation is that the new administration will be more hardboiled in insisting that Europe do more for itself.

•

The cabinet is being picked now. Eisenhower probably will give all factions a say, then put together a "general staff" representative of the party and the areas from which it draws strength. The list of names in the speculation includes businessmen as well as political leaders (page 27).

•

Eisenhower will get along with Congress at the start, despite the fact that his landslide left him with a House and Senate only a shade Republican.

There will be the usual honeymoon during which Congress leans over backwards to favor a new President. And Eisenhower's program, as it seems likely to shape up, will be close to sentiment in Congress.

But there will be trouble later. As the 1954 congressional election nears, the Democratic opposition will be out to embarrass the President for political gain. That's standard procedure. A recession could make trouble for Eisenhower with some House and Senate Republicans. Eisenhower is committed to maintaining a high level economy. If backing this up calls for an extension of government operations, there'll be some balking.

•

Labor will lose influence in Washington. Both the CIO and the AFL leaders fought Eisenhower hard. They have no claim for favors.

But don't expect an anti-union government. Eisenhower is not anti-union. He's repeatedly made that clear. And he will show his feelings again in legislation to revise the Taft-Hartley law. But there will be less favoring of the unions when they have disputes with management. Eisenhower feels that impartial handling of disputes will keep many of them away from Washington—encourage labor and management to settle things themselves.

•

The Democratic Party is in bad shape. Korea, corruption, and the lax attitude toward Reds in government were too much, piled on top of the accumulated grievances of 20 years, factional fights, and tired leadership.

The southern wing is in a better bargaining position. The South can't yet be called two-party country. But there's no doubt that the bolt by some states, the big GOP vote in others, will strengthen the South's bargaining power. It may not be able to get control of the Democratic Party. But it may be able to win a compromise from the Northern labor-liberals, who have dominated policy under Roosevelt and Truman.

•

The Republicans are sitting pretty, of course. Not even the most optimistic party leader expected the lopsided victory.

Organization will now tighten up. On a national basis, the state victories will do much to give strength. State houses and the county court houses are important to political work at the local level.

Money will be less of a problem. A majority party seldom has a great deal of trouble with its finances.

•

Peace and prosperity hold the key to future success. Eisenhower inherited a war and, along with it, a booming economy. Unless he can successfully get rid of one while retaining the other, the Republican regime will be in danger when another election rolls around.

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ESSENTIAL International MINERALS CHEMICALS TO BOTH INDUSTRY AND AGRICULTURE



The New Continuous Miner in International's Potash mine, Carlsbad, New Mexico

ravenous monster of steel

Mechanization, the engineers call it . . . this ravenous monster of steel . . . twenty tons of delicately controlled, rugged power. In one smooth continuous action, it rips potash from the mine face and loads it in shuttle buggies, performing the work of four separate operations; undercutting, drilling, blasting, loading. From mechanization such as this flows America's production of potash and many other essential raw materials. Mechanized operations, under the control of highly skilled technicians, have enabled *International* in a little more than ten years, to expand enormously its production of potash that is essential for the growth of farm crops and for basic chemicals required for a wide variety of industrial and consumer products.

INTERNATIONAL MINERALS & CHEMICAL CORPORATION

General Offices: 20 North Wacker Drive, Chicago 6

PHOSPHATE • POTASH • PLANT FOODS • CHEMICALS • INDUSTRIAL MINERALS • AMINO PRODUCTS

A FAST WAY TO WIRE



THE MODERN FACTORY that produced this tank is wired with General Electric's cost-cutting interlocked armor cable. This remarkable cable not only goes in fast but can be relocated with a minimum of time and expense.

A NEW OR OLD PLANT

Midwestern tank plant reached full-scale production months ahead of schedule with help of G-E Interlocked Armor Cable

A glance at the table shows one reason why a midwestern tank plant chose G-E interlocked armor cable. The cable saved money and materials.

Installation Speed

An even more important reason in this case, was the short time required for installation. This modern cable can be laid quickly—inside or outside—in long lengths, around corners, on low-cost aluminum or steel racks hung from the ceiling. Engineering time is cut. Splices are of a simple mechanical type. The tank plant saved months, not days, because of these features.

Permanent

So far as we know, no installation of interlocked armor cable has ever been damaged by a mechanical accident. It is permanent as well as versatile. It makes a neat, clean-looking installation that adds to the appearance of any modern factory.

How General Electric develops a wiring system

Interlocked armor cable is typical of General Electric's approach to wiring problems. The G-E solution must save on installation time and materials, permit quick, low-cost changes to meet future needs and deliver more economical service and convenience than do other methods.

You will find the other types of G-E wiring systems for stores, schools, office buildings, radio-TV stations, churches, and residences adhere strictly to the principle of great service for reasonable if not down-right low cost. For more information about the economies of interlocked armor cable or any other G-E wiring system, write Section W39-1110, Construction Materials Division, General Electric Company, Bridgeport 2, Connecticut.

COMPARISON OF INTERLOCKED ARMOR CABLE
with other carriers for distribution systems
(Rated capacity 2000 amperes at 480 volts)

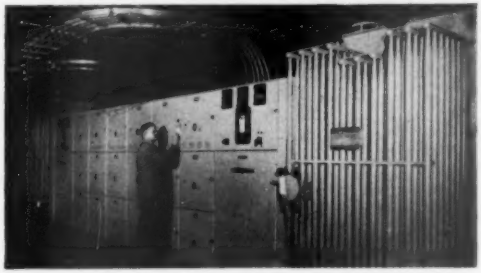
Carrier	Pounds of Critical Material per 100 Feet		Cost per 100 Feet
	Copper	Steel	
Varnished cambric insulation in interlocked armor cable*	2375	1168	$3000
Impregnated asbestos and varnished cambric in steel conduit	2781	4140	$3954
Varnished cambric and braid in steel conduit	2781	4140	$3966
Type RH rubber insulation in steel conduit	3475	4910	$4660
Aerated bus-way	3000	990	$4976

*Figures based on steel racks. In actual installation, the tank plant used aluminum racks because they were more readily available. Thus steel use was reduced still more.



INTERLOCKED ARMOR CABLE showed these savings for the tank plant's secondary 480-volt distribution system. Savings with interlocked armor cable for the 5000-volt primary feeder system were also sizable.

FLEXIBILITY of interlocked armor cable is demonstrated in the photograph—corners and projections present no installation problems.



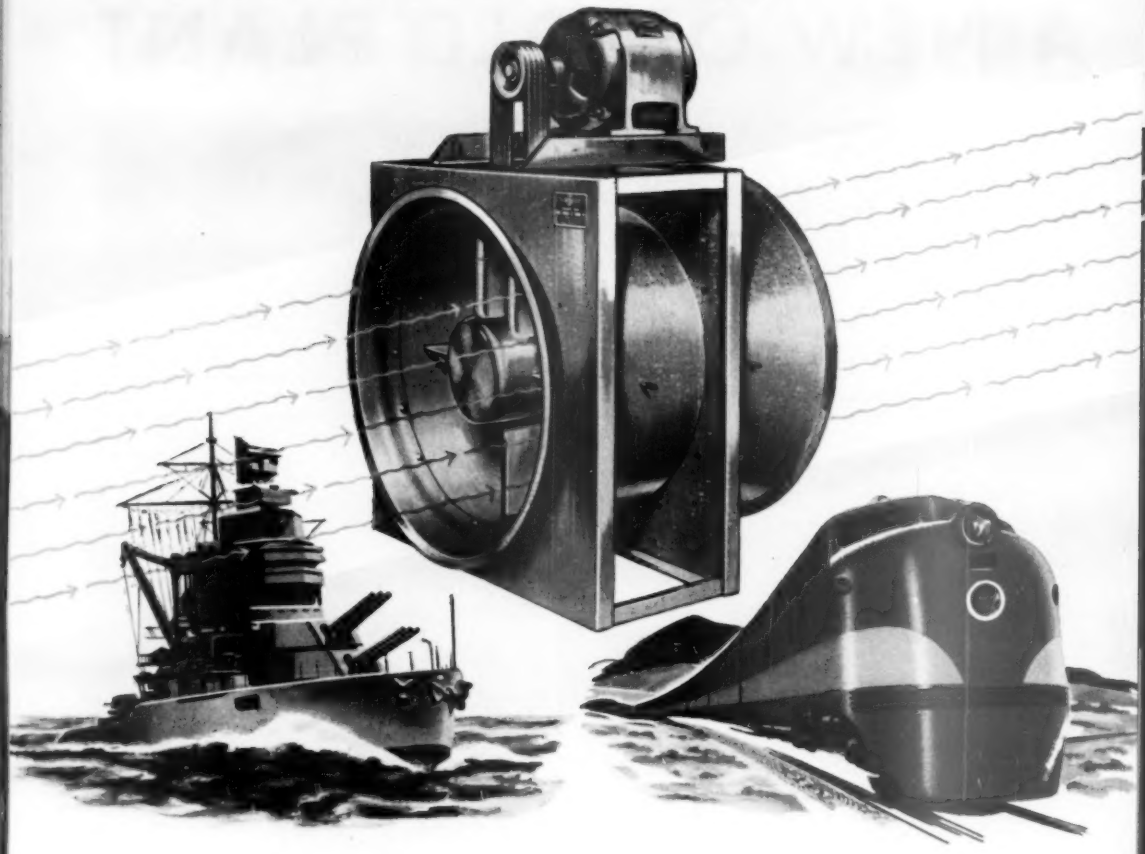
RACKS carry G-E interlocked armor cable for power distribution. G-E interlocked armor cable was chosen for fast installation.

CONSTRUCTION MATERIALS DIVISION
Wiring Materials Center
Serving
Home . . . Business . . . Industry

You can put your confidence in—

GENERAL ELECTRIC

American Blower – a time-honored name in air handling



Dependable, low cost ventilation!

The Navy demands it on battlewagons . . .

Railroads specify it for modern streamlined trains . . .

Commerce and industry require it for the conduct of profitable business . . .

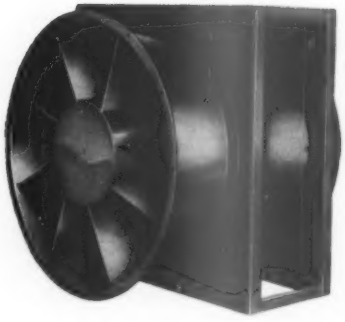
No one company has done more to provide dependable low cost ventilation than American Blower.

For example, widely used in thousands upon thousands of varied applications, American Blower Axial Fans are unsurpassed for ease of installation and efficient performance.

For complete information on this and other American Blower Air Handling equipment, contact our nearest branch office.

AMERICAN BLOWER CORPORATION, DETROIT 32, MICHIGAN
CANADIAN SIROCCO COMPANY, LTD., WINDSOR, ONTARIO

Division of American Radiator & Standard Sanitary corporation



American Blower Series 201 Axial Fans are smooth in performance, built for endurance and convenient to install.

AMERICAN BLOWER

YOUR BEST BUY IN AIR HANDLING EQUIPMENT

Serving home and industry

AMERICAN-STANDARD • AMERICAN BLOWER • ACME CABINETS • CHURCH SEATS • DETROIT LUBRICATOR • KEWANEE BOILERS • ROSS HEATER • TONAWANDA IRON

Playing the Reluctant Santa Claus

● **Gift-giving by business this Christmas will hit a new high—in quantity and quality.**

● **But more companies are beginning to wish their competitors would call a halt.**

● **Tougher selling prospects and sagging profits could get them off the hook next year.**

For years the U. S. businessman has been giving everything from desk pads to portable bars to his clients, customers, suppliers, business associates, and prospects at Christmastime. But he has never quite been able to make up his mind whether he likes doing it or whether he ought to be doing it.

• **Undercurrent**—A BUSINESS WEEK survey this week shows that underneath the surface there is a considerable groundswell against the time-honored holiday practice. A Cleveland concern says: "We'd like to get away from it, but it's pretty firmly entrenched in business." A Cincinnati company is paring its gift list from 500 to 30. A manufacturer of aircraft accessories remarks: "The crackdown on gifts to military procurement personnel got us off the hook for good."

On the other side of the fence, the receiving side, du Pont has just sent out a letter to 3,500 suppliers asking them not to send presents to any of its purchasing personnel. Last year du Pont sent out a similar letter and still had to return 299 gifts, ship another 86 perishable ones to charity.

• **Everybody Does It**—These straws in the wind hardly mean, however, that business gift-giving is on the wane generally. One observer comments: "Though I detect some wishful thinking, I can't really spot a bona fide trend toward forgetting gift-giving. Most givers don't think much can be done about it—particularly not in good times when everybody else is giving."

Furthermore, a lot of businessmen say they like the custom. "I think it's a good thing," says one midwesterner. "I get a little glow from giving things to people."

I. What to Give?

The business gift market, now in the quarter-billion-dollar range, has been growing steadily since the wartime days of cost-plus contracts. Thanks to excess profits taxes, it is still growing. Brown & Bigelow, the big Minneapolis specialist in remembrance advertising, agrees with others in the field that this will be the biggest year yet for business gifts. It will also be a most luxurious year. Says B&B, which recently began making a play for the deluxe gift market: "They're asking for genuine calf instead of simulated leather. That upgrading applies to other items, too."

This trend is corroborated by Sales Management magazine, which makes an annual survey of gift-giving by business. The 1952 survey shows that 600 companies averaged about 600 gifts each last year at an average cost per gift of $10.

The range, of course, runs the gamut of the people who give the gifts and the reasons for which they're given. Gifts don't go much lower than $1 usually. However, Halle's department store in Cleveland is pushing a $150 cashmere blanket for business giving this year. Brown & Bigelow reports that one man bought 50 valises at $190 each. In Boston, a portable bar set in a leather case for $100 is popular.

II. Who Gets What?

As this suggests, there is no uniformity whatsoever in how business gifts are selected, bought, or handed out. Policy changes from company to company, from industry to industry.

Some industries traditionally shy away from the whole thing. Public utilities, for instance, have too many customers. And as one man points out, "If we gifted the people who can really help us, we'd be accused of trying to influence the government." Aircraft manufacturers, generally speaking, are in the same boat, along with anyone else having military contracts.

• **How Much Is Too Much?**—Big corporations, like du Pont, tend to take a similar view. Chrysler, for example, has long forbid its purchasing people to take gifts. Ford followed suit recently. Pittsburgh steel companies are strongly opposed to both the giving and receiving of gifts. Westinghouse does everything it can to discourage the practice.

However, attitudes differ here on what comes under the ban. Du Pont bans any kind of gift—"with or without advertising and even of small intrinsic value." Westinghouse thinks inexpensive cigarette lighters and the like are perfectly all right.

• **In Theory Only**—There is likely to be a certain discrepancy, however, between theory and practice. There are cases where the very company that forbids its own employees to take gifts will hand out fat turkeys to newspaper reporters.

A lot depends on the customs of the industry itself. The habit of gift-giving is likely to pervade an industry where there is comparative intimacy between source and customer, where selling is on a highly personal basis. A manufacturer of men's clothes, for instance, thinks that "gift-giving is more powerful than any other form of promotion." Where outright physical gifts can't be accepted, a lush expense account for entertaining out-of-town buyers helps this manufacturer spread goodwill.

• **A, B, C's**—One important public-relations concern says frankly that it divides its gift list into three parts—A, B, and C, depending on "how closely a reporter or editor has worked with us during the past 12 months." If you're on the A list, you might get a brace of pheasants. A C-lister would probably rate a carton of cigarettes (made by a client).

The difference between the A and C—or even D and E—lists of industry can be extreme. A midwestern lithographer gives cases of Scotch to executives in customer companies and single bottles of bourbon (straight) to lesser fry.

• **Hit and Miss**—There is no set way either, for handling Christmas gifts. Some companies leave the whole thing from the selection of the gifts to the choice of recipients up to its individual executives. They go out and buy their gifts, put them on the expense account. Other companies centralize the whole process in one person, the sales manager or purchasing agent. Still others have one person do the buying, but make it seem that the present came from a particular person in the firm.

There does seem to be one over-all trend at work. As noted by a Chicago observer: "If there's any trend here, it's toward the centralized type of arrangement." A midwestern jobber who supplies gifts for business customers thinks

When you're the man in motion—
take it easy!



You feel relaxed to begin with when you Go Pullman. Railroad stations are so easily reached, you don't have to rush away from your office early in order to get aboard in plenty of time before your train leaves.



Come nightfall you slide into a big Pullman bed. And there's more than a comfortable mattress and fluffy pillow to ease your mind. There's the added comfort of knowing you're as safe on a Pullman as you are at home.



You arrive at this wonderful conclusion after every Pullman trip: From city to city—downtown to downtown—Pullman is the easiest, the safest, the most comfortable distance between two points.

Your family will promptly second the motion that you Go Pullman. They know it's the safest way of all to travel.

IT'S GOOD BUSINESS TO GO PULLMAN

COMFORTABLE, CONVENIENT AND SAFE

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people are trying to standardize on one price range for gifts, regardless of the recipient's level in management."

This trend towards uniformity and centralized control, though anathema to those who prefer to "personalize" their gifts, is understandable. The pitfalls in business gift-giving are many and deep.

III. Where to Stop?

Though your gift may kindle a glow in the heart of A, it may harden the heart of B against you—particularly if the two happen to compare notes.

Liquor, though favored by many, is not always appreciated, especially, as one observer notes, "when the recipient arrives home on Christmas Eve with the gift inside him." This factor, along with others, has caused a swing away from liquor in recent years. The leading gift is food. In fact, there is a general trend towards presents that will be sent, used, or consumed at home.

• **Just the Thing**—Finding the right gift is another major headache. "You don't want to look cheap," says one public-relations man, "but on the other hand, you don't want the guy to think you're bribing him." Nor can you be too personal, as the overly generous executive who gave his choice customers suits found out. Many of them returned the suits with the caustic comment that they could afford to buy their own clothes.

• **Where to Stop**—The worst headache of all is the increasing length of gift lists.

"Our list gets longer each year," says one despairing company, "And we don't know what to do about it. Some of the firms we deal with have lots of personnel changes, and it's a chore to keep up with them. We'll have about 60 on the list this year."

Another man comments: "There are lots of influential people in a company besides the boss. A salesman may get his product in, but an unfriendly foreman can get it out. So the foreman goes on the list, too."

Why don't the gripers do something about it? The answer is simple: As long as the competition sends gifts, they feel they have to. No less than 26% of the respondents told Sales Management that they would drop the whole thing if their competitors did.

• **Worthwhile?**—What will happen to business gift-giving when selling gets harder and profits sag a little more? Which will win out: economy or the hard sell?

This is still a point to be settled. The mixed view industry takes toward the whole business is contained in this remark by an executive: "You can't measure the value of gift-giving. It's probably valuable. But if business got bad, it would have to be cut down."



We help keep the "skunk" out of your gas tank

Gasoline would smell like a skunk (and act even worse in your car engine)—if it were not for certain useful chemicals.

At the refinery, gasoline often has a skunky odor. This is caused by smelly sulfur compounds called "mercaptans." Mercaptans are bad for gasoline, worse for car engines. They not only smell bad; they can be corrosive. They also make it hard for refiners to take the "knock" out of high-test gasoline.

To get rid of mercaptans, refiners wash gasoline in baths containing *caustic soda* (lye) and other chemicals. The mercaptans dissolve or settle out, leaving the gasoline sweet.

Refiners call on Hooker to join in on this big "skunk hunt." Each year they order thousands of tons of Hooker caustic soda for sweetening the gasoline that goes into your gas tank.

Refiners choose Hooker for the same reasons *you* use in selecting a source of supply. Good quality . . . month-in-month-out uniformity . . . deliveries you can count on to keep production flowing . . . reputation for service, helpfulness.

We'd like to help *you*, if you have a job that could be done faster, or better, with this combination of chemicals-plus-service.



What chlorine and alkali chemicals are doing for industry—Free 24-page illustrated booklet tells in non-technical language how industry is using chemicals made from salt. Also lists Hooker products and processes. For your copy, write us at 21 Forty-Seventh Street, Niagara Falls, N. Y.

From the Salt of the Earth

HOOKER CHEMICALS

HOOKER ELECTROCHEMICAL COMPANY

NIAGARA FALLS • TACOMA • NEW YORK • CHICAGO • WILMINGTON, CALIF.

A leader in supply of chlorine and alkali chemicals, intermediates and compounds

It doesn't always pay to be conventional



Here's an actual case. A large automotive plant was to be built. Plans were completed and offered for bids. Included, of course, were conveyors—some 2 million dollars worth.

Several of the leading conveyor builders bid on the installation in strict conformity with the official plans.

The successful bidder was not conventional. After a careful study of the layout and mindful of the end result to be achieved, he decided to bid, not on the specified conveyors, but on just what experience dictated was actually required to achieve those end results.

This bidder suggested certain revisions in the disposition of manufacturing units and in the units themselves. With these revisions the conveyor line as originally planned could be materially shortened. Furthermore, the working force could also be reduced without jeopardizing either production or morale. In short, it was a better "ORGANIZATION" FOR PRODUCTION with greater economy.

MHS engineers offer you, the manufacturer, their specialized experience in "ORGANIZATION" for production plus the manufacturing facilities to turn ideas into operating units for your products. If you contemplate expansion or revision of your facilities, you too may find this specialized experience valuable.

MHS Mechanical Handling Systems, Inc.
4610 NANCY AVE. • DETROIT 12, MICH.
Offices in Principal Cities
In Canada: Canadian Mechanical Handling Systems, Ltd.
4980



SIMPLIFIED LABELS tell the non-connoisseur just what he is buying. They're part of a campaign by wine sellers Fromm & Sichel to take out the snob appeal and put . . .

Wine on the U. S. Dinner Table

If you don't know what to ask for you won't buy it.

That's the thinking behind the campaign of Fromm & Sichel, Inc., to popularize wines in the U. S. The company is launching a new, full line of Chateau Masson wines on the theory that you can sell wine to the great middle market—if you make it easy for people to buy.

Fromm & Sichel aims to take the snob appeal out of the wine business, or, as Franz Sichel, president, explains, "to take wine out of the fancy Park Avenue atmosphere into the family climate."

• **Baffled**—That may take some doing. In only one year—1946—according to Wines & Vines, a trade publication, did U. S. per capita consumption ever reach one gallon a year. In France, wine consumption is put at about 40 gallons a head.

The main trouble, Sichel thinks, is that people in the U. S. don't understand wines; they are baffled by vintages, varieties, fancy names. They are scared they'll serve the wrong wine with their Sunday dinner.

• **Optimistic**—Alfred Fromm and Franz Sichel, Europeans with generations of experience in the wine business behind them, think they can change that. They have had considerable experience in this country, both in distributing Christian Brothers wines and in making and selling Paul Masson sparkling wines. Fromm & Sichel have been developing their ideas ever since 1945, when they bought the Paul Masson vineyards in Saratoga, Calif.

Now they feel they are ready to put their ideas to the test.

Their answer boils down to two things:

• Simplify the whole setup—from labels and products to prices.

• Establish a full line under a single brand name.

• **On the Label**—In some ways, the labeling is the most drastic step. All Chateau Masson table wines are labeled simply Chateau Masson Red, Chateau Masson White, and Chateau Masson Pink (picture, above).

However, for the connoisseur who knows his grapes, there is further identification. Chateau Masson Red, for example, carries the tag: Burgundy, Mountain Pinot Noir. But nobody has to be a connoisseur to get the wine that he desires.

A label, however, doesn't mean anything unless the product has the same quality, year in and year out. Fromm & Sichel has worked at getting a taste formula that will yield a quality, standardized product, blended from grapes of several crops.

• **Single Price**—Another step in the simplification process was to set uni-



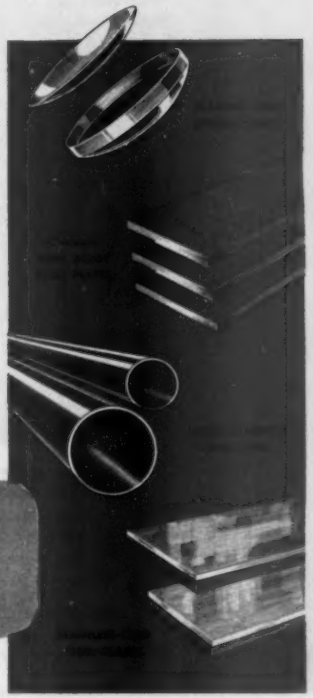
Everybody gets into the act . . .

That's the way we want it to be, here at Claymont.

Because that's the way we make sure that your order for alloy steel gets careful, individualized supervision . . . painstaking attention to every processing detail right from the front office, through our laboratories, down to the men who roll your steel.

Let us show you how our *personal touch* assures you of alloy steels that are truly tailored to your specialized requirements.

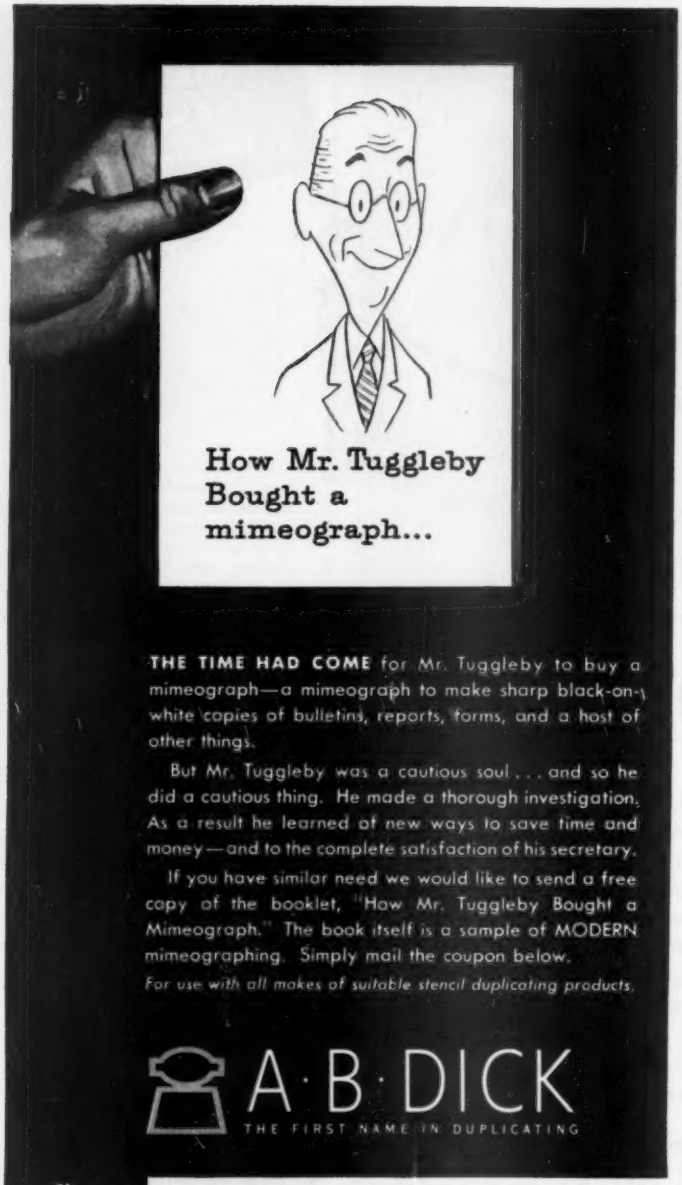
Write or call Claymont Steel Products Department, Wickwire Spencer Steel Division, Claymont, Delaware.



THE COLORADO FUEL AND IRON CORPORATION • Denver, Colorado
THE CALIFORNIA WIRE CLOTH CORPORATION • Oakland, California
WICKWIRE SPENCER STEEL DIVISION • Atlanta • Boston • Buffalo • Chicago • Detroit • New York • Philadelphia

CLAYMONT STEEL PRODUCTS

PRODUCTS OF WICKWIRE SPENCER STEEL DIVISION
THE COLORADO FUEL AND IRON CORPORATION
CF&I



form prices. In New York City, all four of the new Masson table wines and all three dessert wines sell at a single price: $1.50 a fifth. So do the seller's two vermouths. Its two "rarities," Rare Tawny Port and Rare Cream Sherry sell at $2.80. Only the sparkling wines bear any resemblance to the apparently hit-or-miss price structure of most wine lists. That's because Paul Masson sparkling wines have been on the market for several years; the company didn't want to upset familiar schedule.

Finally, the company is backing up its program with what it considers a unique merchandising gimmick in the wine business. For the first time it's offering a full line, complete with brandy. Its entire list is made up of 17 items, which, says Sichel, cover more than 95% of the beverages made from grapes. The obvious advantage is that a customer can get all his wine by sticking to the Chateau Masson brand.

Even here, Fromm & Sichel kept it simple. Instead of 12 ports, it sells only one on its regular list; the same thing holds for sherry.

• **No Sacrifice**—What's good for the consumer is good for the dealer, too, Sichel figures. Uniform prices, a short but complete line, uniform quality all save the retailer trouble. In New York, Fromm & Sichel has already signed up 485 outlets, hopes to have 1,400 in the city by the yearend.

In shooting for a broader market, Sichel admits they have sacrificed the fringe areas—the people who want a wine so dry as to be almost sour, for example. But the company has an indignant no to the suggestion that standardizing means a sacrifice of quality. While it hopes eventually to be able to produce enough to cover the U. S., it does not expect to be a leader in volume.

FTC Cracks Down on Chesterfield Ads

The Federal Trade Commission has hauled up a secret weapon in its dogged campaign to wipe out cigarette campaigns that are based on a suggestion that one or another brand is less irritating.

Last week, while Liggett & Myers was hammering away at the theme that Chesterfields could be used without irritating the throat tissues, the commission lost its patience.

Without any of the customary preliminaries, the commission went to the Federal District Court for the Southern District of New York and asked for a temporary injunction to stop the Chesterfield ads.

• **Fast Action**—The step is entirely without precedent. Ordinarily, on false



all the operators of all the machine tools now in use could improve their efficiency by only 5%, they would add more to the nation's output of metal products than could be produced by all the new machine tools built in any one year.

WARNER & SWASEY
Cleveland

YOU CAN PRODUCE IT BETTER, FASTER, FOR LESS WITH WARNER & SWASEY MACHINE TOOLS, TEXTILE MACHINERY, CONSTRUCTION MACHINERY



What's the good word?

The good word we mean, kind reader, can be found in most trade directories.

It identifies seamless, nonferrous tubing.

When you require top quality tubing, you'll most likely write this word in your specifications.

Other words used to distinguish this product are: dependable, quality-controlled, long-life, uniformly smooth I.D., easy to bend.

What's the word? Yes, you have identified it; it is "Wolverine."

Wolverine copper and copper base alloy tubing has been winning friends in increasing numbers year after year among manufacturers, refiners, engineers, designers, plumbers, refrigeration men and dozens of other types of users.

The good word to use when *you* specify tubing, is Wolverine. WOLVERINE TUBE DIVISION—Calumet & Hecla Consolidated Copper Company, Inc., *producers of quality-controlled tube for refrigeration, processing industries, plumbing, heating and air-conditioning, automotive and aviation*—1469 Central Ave., Detroit, Mich.—Plants in Detroit, Mich. and Decatur, Ala.

advertising charges, FTC issues a complaint, holds lengthy hearings, and eventually drops the complaint or issues a cease and desist order.

Occasionally, if, say, a dangerous drug is involved, the commission issues a complaint, then seeks a court order to stop the ads pending the outcome of hearings.

In its application to the New York court, however, FTC says it needs the injunction now, to hold the line until a formal complaint is issued, and before the routine hearings are held.

• **Earlier Orders**—FTC explained that it had already handled a number of tobacco cases, and that several of Chesterfield's competitors are under orders to avoid the type of claim Liggett & Myers is using.

So FTC says the Chesterfield ads are not only potentially injurious by misleading the smoking public, but also are unfair to the competing brands restrained by previous FTC orders, plus those firms which are unwilling to resort to this type of advertising.

FTC's campaign in the cigarette industry broke in mid-1942 with complaints against Philip Morris & Co. Ltd., Inc. (Philip Morris); R. J. Reynolds (Camels); P. Lorillard (Old Gold); American Cigarette & Cigar Co. (Pall Mall); and American Tobacco Co. (Lucky Strikes).

All the complaints involved the "less irritating" theme in some form. Orders were subsequently issued against Camels, Old Golds, and Lucky Strikes. An order is now pending against Philip Morris.

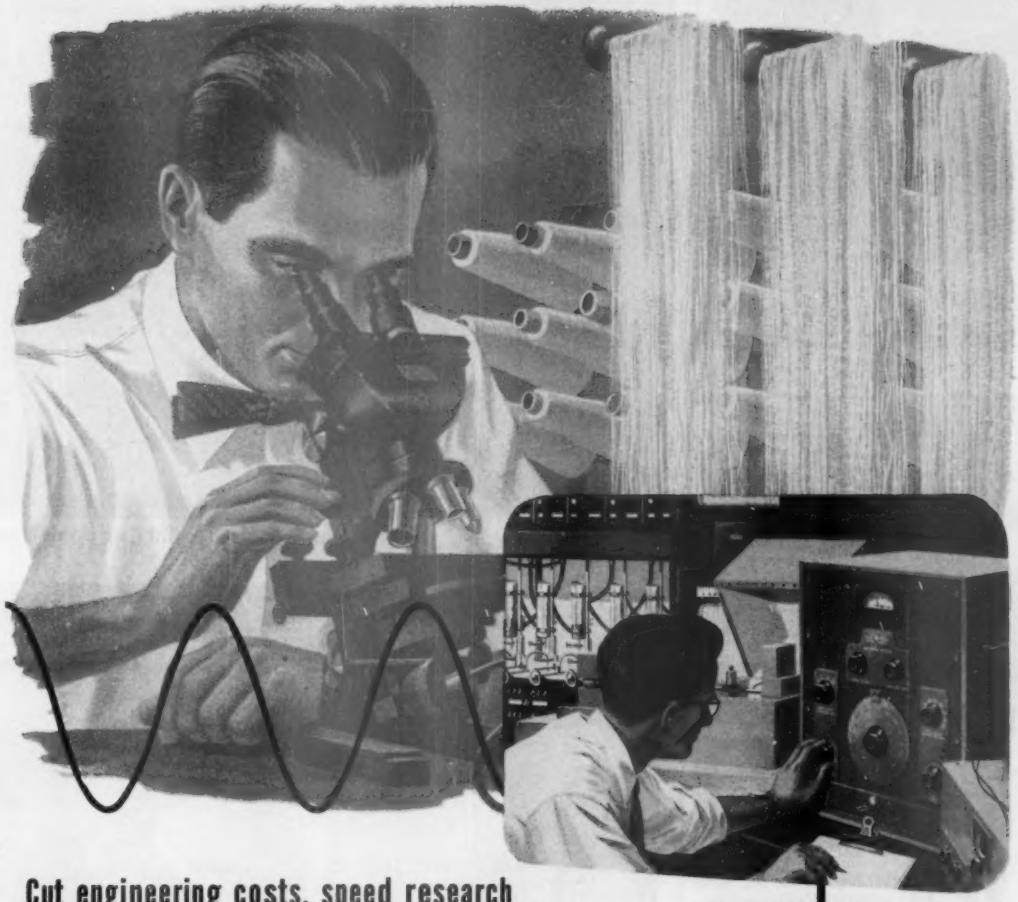
While the litigation was going on Chesterfield was a model of good behavior, sticking religiously to the simple claim, "they satisfy." Recently, however, Chesterfield has become more aggressive. Its current campaigns include a "medical survey" implying that Chesterfields do not irritate.

• **Some Difference**—FTC's position was spelled out Apr. 5, 1950 in the orders against Camels and Old Golds. According to the commission, all cigarettes contain varying amounts of nicotine and throat irritants, and there is no reliable basis in fact for advertising claims that one brand is superior to another.

"The nicotine content of the smoke of a cigarette is in direct proportion to the nicotine content of the tobacco contained in the cigarette itself," FTC said.

In the Philip Morris case—still before the commission—a hearing examiner has ruled that a moistening agent does not reduce throat irritation (BW—Feb.16 '52,p156). He also challenged the use of medical testimonials, contending that Philip Morris should have made sure the public understood the tests were made for its benefit, rather than for any purely professional purpose.

Your Business is in the Age of Electronics



Cut engineering costs, speed research with electronic measuring instruments

Ask your friends in other manufacturing or development organizations. Chances are they're finding electronics a most important partner in better, more efficient engineering. Electronic measuring equipment solves many routine problems readily and is often the only way to answer more complex engineering questions.

Hewlett-Packard manufactures the instruments your engineers use to solve development, production and control problems. Hewlett-Packard pioneered in this field and is today the largest producer of electronic test equipment. *-hp-* instruments are distributed through a nation-wide organization of helpful engineer-salesmen.

NEW CATALOG 21-A *lists the world's most complete line of electronic test instruments. Request it on your letterhead, please.*

HEWLETT-PACKARD COMPANY

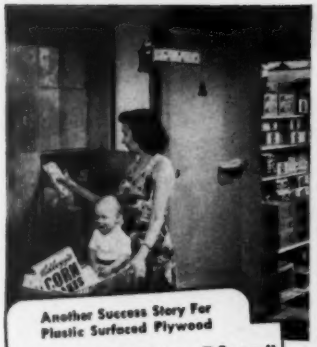
395-B PAGE MILL ROAD • PALO ALTO, CALIF.

2405

hp

MEASURI[illegible]UMENTS

for speed and accuracy



Another Success Story For Plastic Surfaced Plywood

"Durability Plus"

PLASTIC surfaced Douglas fir plywood made possible the unique advantages of these warm room cold storage lockers built by Cold-Cache Room Temp Lockers, Tacoma, Wash. Paul M. Smith, manager, says: "Plastic surfaced plywood exteriors require no painting, are durable, scuff-resistant, easily cleaned—and provide excellent vapor barrier. We've never had a complaint on the service or durability of the plastic surface."

Plastic surfaced plywood combines the advantages of both plastic and Douglas fir plywood. Get full information about the many industrial and construction uses for this unique panel material. Write Dept. 4111B, Douglas Fir Plywood Assn., Tacoma 2, Wash.

NEW DISTRIBUTOR OPPORTUNITY!

You can strike COFFEE in your home town

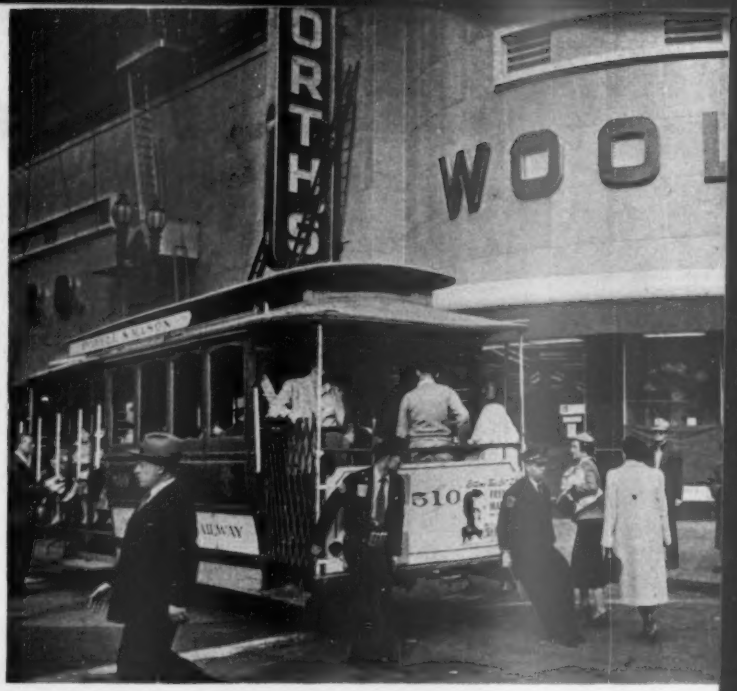
Only Rudd-Melikian, Inc., manufacturer of the world's most complete line of automatic coffee dispensing equipment can offer this unusual opportunity to profit by the tremendous demand for America's favorite beverage. Dispensers for factories, offices, stores, gas stations, hotels, restaurants, etc. Distributor sells, services or leases equipment—sells Kwik-Kafé Coffee and supplies.

Key Territories still available for franchise include Evansville, Jacksonville, Springfield. Write for full details.

CATALOG-BROCHURE

Send for free 20-page catalog-brochure, which tells the Rudd-Melikian story.

RUDD-MELIKIAN, Inc.
Dept. B., 1949 N. Howard Street
Philadelphia 22, Pa.



Woolworth's new store in San Francisco points up some trends



Apparel fitting rooms . . .



More complete departments . . .

Experimenting with

When F. W. Woolworth, giant grandfather of the variety chains, opened the largest of its 2,000-odd retail stores last month in San Francisco, first-day customers saw a five and dime of a type they'd never seen before. There are individual departments for such lines as women's apparel, children's shoes, photographic equipment, music and sporting goods. There are higher priced items: sets of Spalding golf clubs, $59.50 cameras, home power tools. There's self-service, a gift-wrapping section, a layaway plan, escalators, a hobby shop, and fitting rooms.

• **Slow Revolution**—The new store dramatizes the fact that changes are going on in a field noted for its conservatism (BW—Jul.26'52,p38). Although many of the ideas have been seen be-



in variety retailing, such as . . .



Self-service shelves . . .



. . . And higher-priced items. This is how marketing men are . . .

the Five and Dime

fore in variety stores, or have been borrowed from other classes of retailing, this is the first time so many have been applied to a single, large operation. Here's what's happening at Woolworth's and other variety stores:

• Upgrading of merchandise. The average sale is for about 50¢, but there are more and more price tags approaching $5—or much higher.

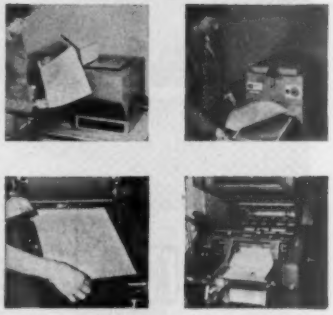
• Filling out lines. Variety stores used to sell only, say, cheap nylons; now they offer all gauges and deniers.

• Extended self-service. They've always allowed the customer to select his own purchase, but now they're moving clerks out into the aisles, cashiers up to the front of the stores.

• Diversified stores within a chain—a trend away from the rubber-stamp

• PAPER WORK •
GET IT DONE!
QUICKER and CHEAPER
with
XEROX®
Copying Equipment





From original to multiple copies
IN THREE MINUTES
with xerography and offset duplicating

Offset paper masters of office forms, memos, engineering drawings, data, specification sheets, etc. are made by xerography in less than three minutes. Multiple copies are then run off on offset duplicators. This combination offers the quickest and most economical method used by hundreds of large and small businesses.

Because it is a dry, direct positive copying process requiring no intermediate negative, xerography eliminates darkroom, chemicals, fumes, fuss and muss. Get it done quicker and cheaper with xerography.

Write for case histories showing how all types of companies are saving time and money with xerography.

THE HALOID COMPANY
32-158 HALOID ST.
ROCHESTER 3, N. Y.
Branch offices in principal cities



but one

Fort Howard Paper Towel

with stabilized absorbency does a better job!



There's a big difference in paper towels — and Fort Howard Towels offer STABILIZED ABSORBENCY, which means effective drying regardless of the age of the towel. And there are other advantages, too . . . CONTROLLED WET STRENGTH, to make Fort Howard Towels strong and firm without sacrificing softness or pliability. And Fort Howard Towels are ACID FREE.

Fort Howard Towels are available in seventeen grades and folds . . . with a towel to fit any folded towel cabinet. And Fort Howard Towels are always available, with consistent high quality at the right price. Call your Fort Howard distributor salesman today!

Fort Howard Paper Company, Green Bay, Wisconsin



Fort Howard Towels Fit *Any* Folded Towel Cabinet

For 33 Years Manufacturers of Quality Towels, Toilet Tissue and Paper Napkins



CUSTOMERS are offered free delivery if they spend over $2.

operation, toward stores adapted to local demands and habits.

• Departmentalizing. Bigger stores mean more specialized departments.

These ideas are breaks with traditional variety-store policy. Five-and-dime merchandisers like to hang on to their old methods. But economic factors are nudging them today and may be crowding them tomorrow. Inflation, higher consumer income, competition from superstores, and changing tastes have goaded them into experimenting. They'll change as a matter of necessity. The question is: in what direction? Variety-store operators disagree on this.

• **Never Hot, Never Cold**—Some in the trade are reluctant to risk losing their traditional resistance to depression. In this, the variety stores have long been the envy of other retailers. When bad times come, the variety chains are slow to feel the pinch. Except for the sacrifices of marginal stores, they never take the heavy body blows felt by specialty or department stores. On the other hand, in times like the present when disposable income is way up, the variety stores have had no attraction for the extra consumer dollars. Their volume lags behind income increases.

To the majority of the trade, this loss has seemed to outweigh the depression-insurance gains of low-priced goods. Since the end of the war, this majority has reached for the prosperity market by upgrading its merchandise.

• **Cautious Upgrading**—After V-J Day, the variety stores had to upgrade because the supply of low-priced goods was short and the consumer had plenty of wartime savings to unload. During this period, price tags of $1.98, $2.98, and $5.95 became common in the old "five and ten." The variety stores caught only a carom shot of the post-Korea scare buying, but this was enough

SCULPTURED MASTERWORKS

For the man who can appreciate sculpture by Rodin, who surrounds himself with exquisite beauty, who recognizes the difference between adequacy and excellence, Emeco sculptured masterworks in aluminum office furniture provide deep satisfaction, reflecting the discriminating taste of the true connoisseur.





MAIL THIS COUPON . . . TODAY

EMECO CORPORATION 18
HANOVER, PENNSYLVANIA

I am interested in EMECO aluminum office furniture. Please send me literature and NAME OF THE EMECO DEALER IN THIS AREA.

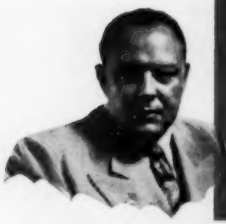
Name_____

Position_____

Company_____

Address_____

City_____ Zone_____ State_____



Progress at Whiting

A Bi-Monthly Series by Stevens H. Hammond, Chairman of the Board

Management by committee is considered by some to be a relatively new development. At Whiting, it has been in use for a long time. We think we have made it work rather well, and we like it.

The men in this committee represent the breadth and depth of Whiting leadership. As a committee, they set the goal and chart the course for every major Whiting activity. Individually, their responsibilities are highly specialized. Together, they function as a team . . . and most of them have come up through the ranks.



WHITING MANAGEMENT COMMITTEE GETS READY FOR WORK AT ONE OF ITS THREE-TIMES-A-WEEK SESSIONS—Left to right are G. E. Seavoy, Clyde Thomas, Harley Bauch, J. A. Handley, Stevens H. Hammond, M. J. Rice and Thomas L. Hammond.

If you sat in on one of their three-times-a-week sessions, here are the men you'd meet: J. A. Handley, president, who brought to Whiting a wealth of experience in the automotive and aircraft fields; M. J. Rice, vice president in charge of engineering, and responsible for the sufficiency and efficiency of all Whiting products; G. E. Seavoy, vice president in charge of sales and advertising, another long term Whiting executive who is an authority in the chemical processing equipment industry and equally well known in the foundry and materials handling fields.

With them would be Thomas L. Hammond, vice president, whose particular interest is in the new Trackmobile; Clyde Thomas, treasurer and secretary; Harley Bauch, personnel and public relations director, and myself.

Let me emphasize that management by committee at Whiting means one committee, not several. This one group has the facts and makes the decisions . . . whether the question relates to engineering, manufacture, marketing, sales or advertising.

Working as a group, it makes the benefit of its combined experience available to *all* users of Whiting products . . . in all of the diversified fields Whiting serves. These are the men who direct Whiting's three manufacturing plants and supervision of a worldwide sales organization, including representatives and distributors in all principal U. S. cities and affiliates in six foreign nations.



The overall results of this management committee, as evidenced in what Whiting makes and sells, are more fully told in a new booklet, "Whiting Products Serve All Industry." We will be pleased to furnish a copy on request.

Stevens H Hammond

WHITING

WHITING CORPORATION
HARVEY, ILLINOIS

". . . 1951's big inventories scared some of the veteran operators . . ."

FIVE AND DIME starts on p. 54

to prompt them to increase their stocks of upgraded merchandise.

Then, when the consumer strike broke out in 1951, the variety stores were caught with—for them—sizable inventories. The inevitable result was markdowns of the wider margin, upgraded merchandise. So today the attitude on upgrading is far from solidified. Here's how five big chains feel:

Woolworth has no top limit, will upgrade to fill consumer wants; big-ticket items such as radios and golf clubs will be stocked only if the local situation warrants it.

Kresge will upgrade only to meet higher costs and keep pace with inflation. For Christmas there are exceptions: a $15.95 doll, a $19.95 train.

S. H. Kress says its upgrading has two elements: The idea is essentially to meet inflation, but it's also to round out lines and meet particular consumer demands. Pricing over $2.98 must be approved by a special committee.

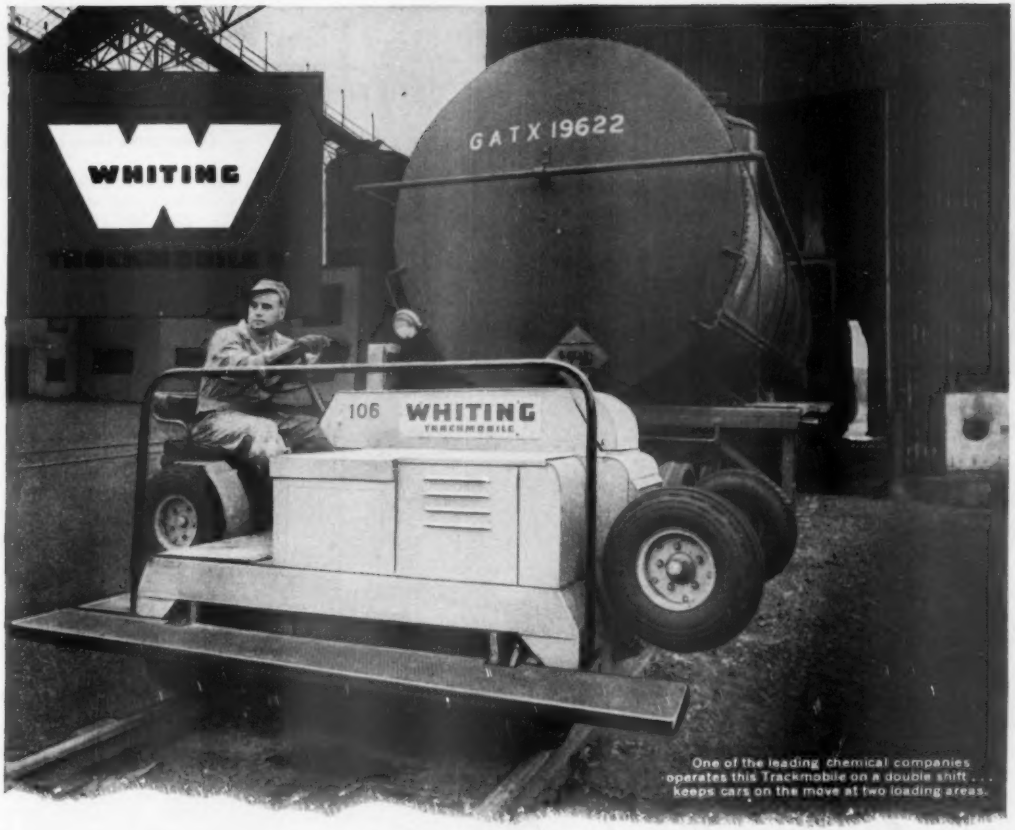
J. J. Newberry—the sixth largest chain—says upgrading is "part of our business and policy." The reason: to get bigger volume.

H. L. Green, with 228 stores in 30 states, says "upgrading is an old story." The word is now "downgrading"—evidence that 1951's big inventories and markdowns scared some of the veteran operators.

There's no doubt but that the whole field is discovering that buying in a broader market is quite different from buying goods that had to sell for a nickel or a dime. But none of the chains has even hinted that they'll return to the "five and ten,"—or even drop ceilings back below a dollar.

• **Self-Service**—Variety stores introduced self-service over 20 years ago. Some say they originated the idea. But they have never extended the operation to the scale currently employed by the food chains. In general they have settled for what the trade calls "self-selection": The customer picks up merchandise from the broad, heavily stocked counters and hands it to the nearest available clerk for wrapping and purchase. Now, the self-service method has been officially sanctioned by the chains through various physical changes on the sales floors. Here's evidence:

Kress is trying back-to-back counters with salespeople in the aisles to help customers and curb shoplifting. G. C. Murphy, principally a Pennsylvania chain and the nation's fifth in sales volume, has moved cash registers to the



One of the leading chemical companies operates this Trackmobile on a double shift . . . keeps cars on the move at two loading areas.

KEEP 'EM MOVING!

MOVE RAILWAY CARS FASTER . . . KEEP PRODUCTION FLOWING AND PEOPLE BUSY!

You get action in a hurry with the Trackmobile! It's *always* ready for immediate spotting of cars at loading areas, and for moving cars out of the way *fast*! This lowest cost method of car handling reduces waiting time for work crews, keeps production on the move, saves manhours *throughout* the plant. More than 200 companies—oil refineries, coal mines, grain elevators, chemical processors and many others—are getting the benefits of improved car handling efficiency with the Trackmobile . . . why not find out what it can do for you today?

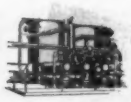
WHITING CORPORATION 15661 Lathrop Avenue, Harvey, Illinois
Sales offices and distributors throughout the world

WANT MORE FACTS ? Ask for complete illustrated Trackmobile Operation Report applying to your industry and car handling problems!

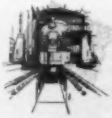


ROAD OR TRACK OPERATION!
Changeover from one to the other in 30 seconds! The Trackmobile never gets "bottled up".

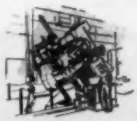
OTHER WHITING WAYS TO SPEED PRODUCTION


Swenson Equipment for the Process Industries


Trambeam Overhead Handling Systems


Drop Tables and Other Railroad Equipment


Electric Chain Hoists


Electric Furnaces and other Foundry Equipment



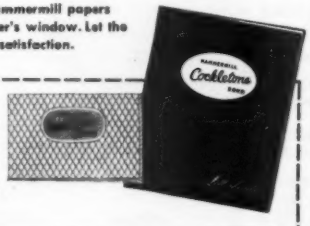
The letterhead paper you'll find in offices where decisions count

Men who contribute to our way of doing things, present and future, know the importance of selecting the proper letterhead to represent them. That's why thousands of progressive firms choose Cockletone Bond. Executives prefer its sturdy feel . . . its lively crackle . . . the rich shade of pure white.

The moderate cost of Cockletone Bond will surprise you. Why not investigate the advantages of appointing this outstanding letterhead paper as your business representative?

HAMMERMILL GUILD OF PRINTERS

You can obtain business printing on Hammermill papers wherever you see this shield on a printer's window. Let the Guild sign be your guide to printing satisfaction.



SEND THIS COUPON for the FREE *Cockletone Bond* Portfolio. It contains a wide assortment of good, modern letterhead designs. You'll find it helpful in improving or redesigning your present letterhead. We will also include a sample book of *Cockletone Bond*.

Hammermill Paper Company, 1455 East Lake Road, Erie 6, Pennsylvania.

*Name*_____

*Position*_____

(Please write on, or attach to, your *business* letterhead.) BW 11-8

LOOK FOR THE *Cockletone* WATERMARK

". . . hasn't forgotten the broad differences in individual tastes . . ."

FIVE AND DIME starts on p. 54

front in some stores and is putting counters back-to-back and sales people "out front." The McLellan Stores chain, with most of its stores in small agricultural towns, is doing the same thing—although the chain's officials admit their hearts aren't in it; they'd prefer the old system, but they can't get good enough sales clerks. Woolworth has centralized wrapping counters and is trying one checkout store (BW—Aug.30'52,p42). Kresge is reported to be planning some supervarieties.

• **Hurdles**—All this is happening slowly. There are obstacles that check too hasty a rush into self-service:

• Goods have to be packaged more extensively. This pushes costs up.

• Prices must be stamped on all articles—another operating expense.

• If checkouts are used, they have to be efficient and numerous enough to handle rush-hour crowds—or the whole system might collapse.

• Pilfering generally goes up with expanded self-service.

• **Local Autonomy**—Although these many eddy currents of change are making a restless youngster out of a staid old man, the eventual form of the variety store is still unpredictable. Variety men want to be dead certain that they're doing the right thing. Above all they want their business to remain safe.

But there is one trend that rises out of the present disorder: The variety chains have stopped meeting local problems with stereotyped solutions from headquarters. Instead, each solution is molded to fit the peculiarities of local and regional conditions.

Woolworth, for instance, with stores in every state, Canada, and Cuba, must allow a certain degree of independence in the lower strata of its organization. Autonomy at the district level brings different types of stores, different styles of merchandising to areas that have diversified tastes, habits, and pocketbooks. A checkout may thrive in a big city housing project, but fail miserably on the same city's Fifth Avenue. A big-volume "junior department store" may go well in San Francisco, but Woolworth has no such plans for its average East Podunk branch. If an Upper Arlington, Ohio, manager thinks he can move a $15 doll, they'll let him try; but this doesn't mean national upgrading of the doll line. Woolworth's still buys for a mass market, but it hasn't forgotten the broad differences in individual tastes.

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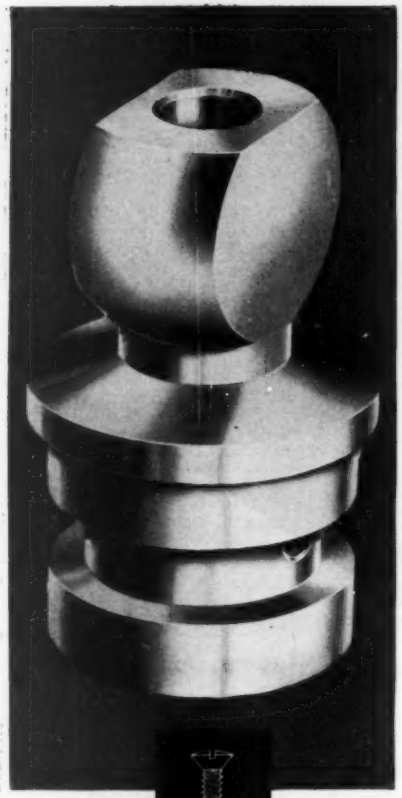
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MARKETING BRIEFS

Toy-teria is what Snellenburg, Philadelphia department store, calls its new self-service toy department, similar to Wieboldt's experiment in Chicago. There are 20 checkout counters to handle all items except dolls, trains, and bicycles. Reason for the move: the acute shortage of good sales personnel.

•

Eight store of Fedway chain (BW—Oct.4'52,p52) will be at Pomona, Calif., 35 mi. from Los Angeles. This will give the big new department store chain two suburban locations in the Los Angeles area.

•

St. Louis is another city to try out a half-fare transit plan (BW—Sept.13'52, p44). Stores and St. Louis Public Service Co. are cooperating to bring the stores more business and the transit company more riders in slack hours. Customers who travel between 9:15 and 11:30 a.m. Wednesdays and Fridays get a free return trip up to 4 p.m. or after 6, provided their ticket is stamped by any of the participating stores.

•

Daytime TV is looking up, says WCBS-TV (New York). The station has increased its number of daytime advertisers from 27 to 46 since April; number of announcements has soared from 58 to 267.

•

An antitrust suit against seven major oil companies has been brought by George Moore, Seattle truck service station operator. The independent dealer charges that, with gasoline in tight supply on the West Coast, the oil companies cut him off because he wouldn't stick to their pricing programs.

•

Appliance dealers are a lot scarcer this year than last, National Electrical Mfrs. Assn. reports—72,000 of them this year against 1951's 82,000. This is the third successive year in which the number has declined.

•

Sewing machines from Japan continue to battle for the U.S. market (BW—Oct.11'52,p130). Morse Sewing Machine & Supply Corp., which says it's the biggest importer of Japanese-made machines, brought out a new one recently called Super-Dial. It will have two more, Debutante and Fotomatic, ready for the market, early next year.

•

Price tags are up on Raytheon Television & Radio Corp. TV sets—$10 to $20 more on 11 of its models.

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Johns-Manville Asbestos Movable Walls are made of noncritical materials. They permit the quick, easy space changes vital to today's rapidly expanding industries.

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The flush panels have a clean, smooth surface that's hard to mar, easy to maintain, and are extra strong to withstand shock and abuse. They're light in weight, easy to erect and relocate. The "dry wall" method of erection assures little or no interruption to regular routine.

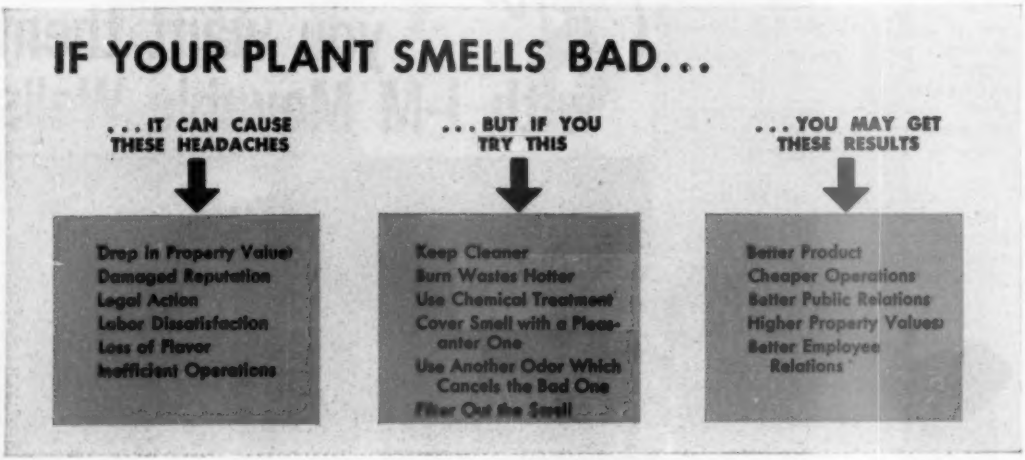
Johns-Manville Walls may be used as ceiling-high or free-standing partitions. The complete wall, including doors, glazing and hardware, is installed by Johns-Manville's own construction men under the supervision of trained J-M engineers—responsibility is undivided.

An estimate will convince you that the cost of J-M Movable Walls compares favorably with other types of wall construction. For full details, write Johns-Manville, Dept. BW, Box 158, New York 16, N. Y. In Canada, write 199 Bay Street, Toronto 1, Ontario.

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Try Putting the Smell to Work

Food manufacturers such as H. J. Heinz used to think the smell around their factories was good advertising. Then they discovered they could make these cooking odors pay even bigger dividends—by putting the smell back into the food.

Today at any one of the 12 Heinz plants around the country, one of the biggest compliments a visitor can pay the local manager is that he misses the smell of good things cooking.

• **Putting Odors to Work**—Good smells aren't the only ones that are producing some unexpected dividends for industry. The hue and cry about bad industrial odors, getting louder every year, has set researchers to work duplicating them, altering them, stopping them, creating new ones and, most important, putting old ones to work.

Reports are piling up from industries that now salvage waste from odors and at the same time reduce operating expenses, turn out better products, improve public and labor relations. Take hydrogen sulfide, the nauseating odor you smell around refineries and paper mills. Research has found ways to strip the offending gas and turn it into valuable sulfur and sulfuric acid. Many of these programs have paid for themselves in a year.

• **Sign of the Times**—The public picked up industrial odors about the same way it went after smoke control, stream pollution, and aircraft, traffic, and industrial noises. No one seems to know why. Some people think it is the growing fetish for cleanliness; or it may be a byproduct of the emphasis on higher standards of living.

• **Mild Hysteria**—In any case, this is what's been happening all over the country. A plant—sometimes one which has been accepted for years—makes the local headlines as an odor source. This may come out of a smoke-pollution survey or an estimate of real-estate values. The next day a flood of complaints starts to come in from the neighbors. The flood sets off a mild hysteria for miles around. Texas refineries have sometimes received complaints from two states away.

Irate complainers pin everything from holes in their clothing to destruction of paint and wallpaper on the odors. Hens no longer lay, mild dogs become vicious, and automobiles refuse to run. Companies have even been blamed for childhood diseases. The whole subject gets even more publicity in court. An aroused community passes ordinances and plants often have to be closed until the odor is eliminated.

• **Labor Troubles**—Inside the plant the same sort of thing happens. Employees turn up their noses at the smell, and labor representatives start demanding more pay for odorous occupations. Workers traveling on streetcars and buses get a lot of abuse from fellow passengers. There is job dissatisfaction where there was none before. Labor turnover increases. For a year now the vitamin industry has been having these troubles in a big way.

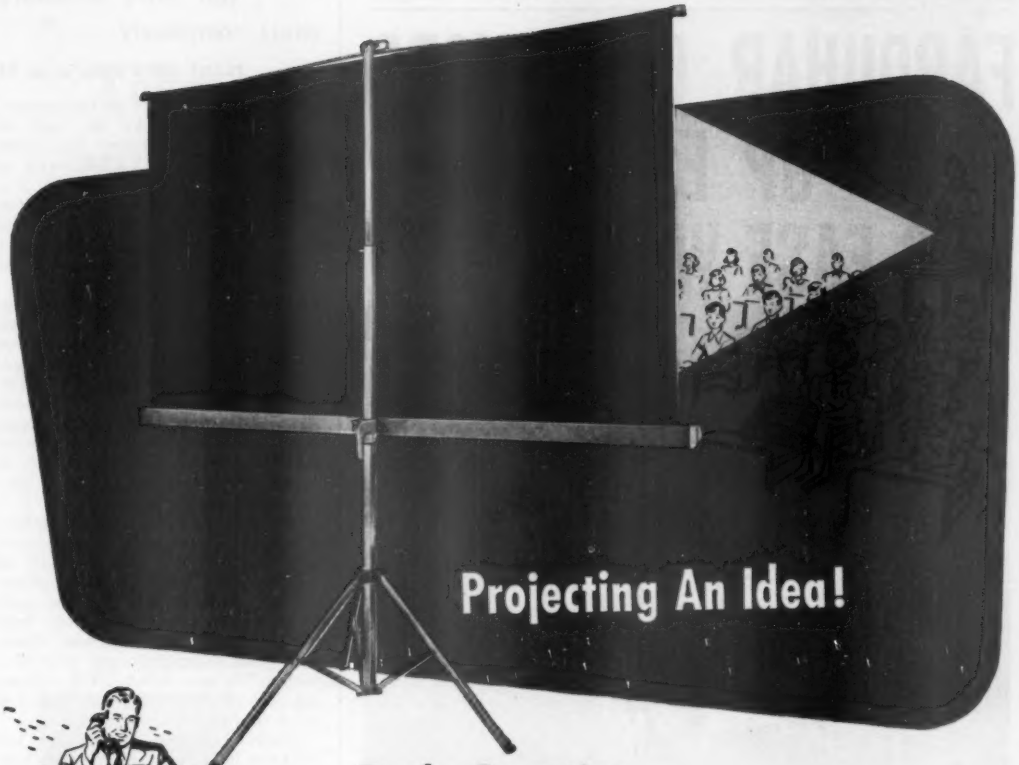
When this happens, a company has to do something to bring the odor under control—in a hurry. A plant can't afford to close down for very long. That means management has to pay through the nose, and the hurry-up job is not always a satisfactory one.

• **Get It Early**—For all these reasons, industry has learned it is far better to attack an odor nuisance scientifically, and before the hysteria sets in. That's because almost never is there just one job to be done. Odors are extremely complex. There is no cure-all. You have to consider the weather and the topography around the plant. You have to break the odor down into parts because most smells come from a combination of sources.

One of the many paradoxes in the odor problem is that even bad odors have their good points. They sound the alarm when dangerous gases are escaping. That's why natural gas producers add an odor to an otherwise odorless gas.

Even more important, a good odor-control job has to consider sanitary procedures, manufacturing processes, waste-disposal methods, and finished product.

And this is where benefits to industry come in. Getting rid of an odor sometimes means rebuilding, separating processes, cutting them down to reduce concentrations of odor coming out of stacks, installing mechanical or chemical equipment for absorbing, counteracting, or masking smells. An industry can





To the Executive Planning for TOMORROW...

Major sales-building features of Radiant projection screens and tripods are the attractive appearance, freedom from rust and lightweight of aluminum. Rigidity and strength are aluminum values that improve performance and assure longer life for this portable equipment.

From a manufacturing standpoint, aluminum offers important advantages, too. The design flexibility of aluminum saved approximately $3,000 on the cost of dies for the projection screen handle alone. Aluminum's excellent machinability holds down production costs, speeds up production. And aluminum's light weight reduces shipping costs.

The Radiant Manufacturing Corporation of Chicago went all-out in specifying aluminum for the PICTUREMASTER large audience portable screen illustrated. Aluminum is used for the screen roller, upright, extension rod, saddle bar, and leg assembly. Anodizing assures smooth sliding of aluminum against aluminum for fast set-up and take-down.

Consult Reynolds Aluminum Specialists about your design or production problems. Call the Reynolds office listed under "Aluminum" in your classified telephone directory or write Reynolds Metals Company, 2585 South Third Street, Louisville 1, Kentucky.

Be sure to see "Mr. Peepers" every Sunday night, 7:30 EST, NBC-TV; hear "Fibber McGee and Molly" every Tuesday night, 9:30 EST & PST, NBC.

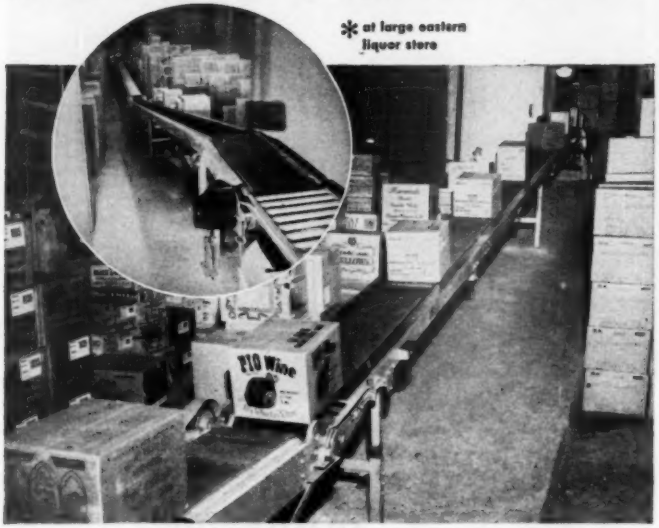
REYNOLDS ALUMINUM

MODERN DESIGN HAS ALUMINUM IN MIND

One in a series of factual reports from owners of Farquhar Conveyors

FARQUHAR CONVEYORS STEP UP EFFICIENCY AND EASE WORK LOAD*

* at large eastern liquor store



CARRYING heavy cases of liquor, bottled beverages, canned foods, etc., from trucks to warehouse storage and from warehouse to display floor is tough, back-breaking work. Recognizing this, many stores have discovered an easier way to solve their handling problems . . . as this prominent eastern liquor store has done, with Farquhar Conveyors. Employees are now less fatigued, more willing, and efficiency has been stepped up tremendously.

Whether you move coal, gravel, sand, aggregates, cartons, boxes, bundles, bales, or any kind of bulk or packaged materials—horizontally or from floor to floor—Farquhar can cut *your* handling costs to rock bottom! One or more of the complete line of Farquhar portable, semi-permanent, and permanent power-belt or gravity conveyors will solve your handling problem. Our engineers will be glad to consult with you . . . at no obligation!

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". . . you can't eliminate odors completely . . ."

PLANT ODOR starts on p. 64

actually make a profit in the process.

• **Clearinghouse**—That's the kind of job Air Pollution Control Assn. likes to see done. APCA, headquartered at Mellon Institute in Pittsburgh, is a clearing house for trial-and-error information on odor. Much of it is still sketchy; even olfactory experts don't know yet exactly what odor is down to the last detail.

Problems come into the association and are passed on to members and often to nonmembers for solution. Research work is sent to interested university professors or to groups like Battelle Memorial Laboratory or Armour Research Institute. Technical problems may be referred to the fast-growing group of olfactory consultants such as Arthur D. Little, Inc., Airkem, Inc., or U. S. Testing Co., Inc.

APCA does its work without fanfare. Robert T. Griebling, executive secretary, says industry deserves most of the credit for what has been accomplished. He feels it is still too early to push for control legislation, fears it can't be enforced. "You can't eliminate odors completely and keep civilization," he says. What APCA is stressing now are control methods that will result in cheaper end products.

• **Smelly**—Take the case of the fish canneries in the Los Angeles area. Fish meal, a byproduct, is used as a feed for animals. During dehydration, this meal smelled to high heaven.

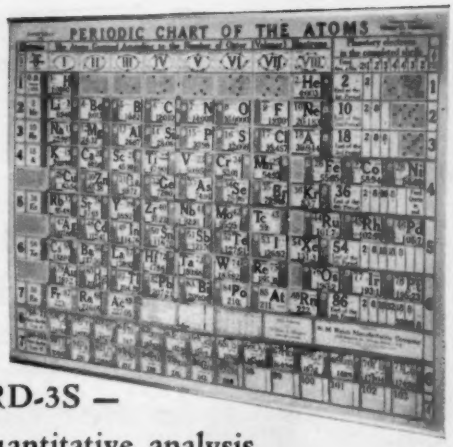
To get rid of the smell the canneries first tried high-temperature incineration, one of the best methods to deodorize vegetable and animal waste. The method worked, but it cost more than the canneries could afford.

Next, research began to experiment with a low-temperature dehydration process. The blowers and equipment needed for the new, practically odorless process seemed expensive at first. But inside of a year one cannery made up for the initial cost through savings in fuel and maintenance. More than that, the meal turned out to be 10% richer, and the waste product brought several dollars more a ton.

• **Enriching**—Another good example is H. J. Heinz. Odor—like smoke—is waste and usually the result of inefficient operations. Heinz discovered that by trapping the good cooking odors and re-running them through a product, they enriched it. Flavor, after all, is 90% odor picked up by the olfactory nerves.

The way Heinz guards its odors is to control temperature carefully during cooking. Excessive boiling means flavor

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Sound Government
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1ST in Industrial Expansion

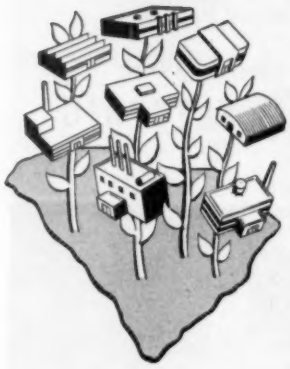
1ST in Per Capita Income Gain

From 1948-51 South Carolina led the *nation* in *industrial expansion* with a gain of 15%.

This statement, issued in September 1952 by the Fifth Federal Reserve Monthly Review, comes as no surprise to those familiar with South Carolina's sound state government and highly productive employees.

South Carolina was also *first in the nation* in per capita *income gain*. The 20% gain reported by the United States Department of Commerce in August 1952 was not astonishing, either, to those who participate in and closely observe the steady growth of the State.

Proof that companies are successful is shown by the Dun and Bradstreet Magazine 1950 figures which list South Carolina as lowest in the nation in business failures—4.7 per 10,000.



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Dun & Bradstreet Magazine
United States 34.3 per 10,000
South Carolina 4.7 per 10,000
(lowest in nation)

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South Carolina
WHERE RESOURCES AND MARKETS MEET

". . . Zwaardemaker found that many odors have odor opposites . . ."

PLANT ODOR starts on p. 64

loss. It's cheaper to keep expensive seasonings and spices in soups, ketchup, chili sauce, and fruits out of the cooking until just the right moment. By standardizing the period of time in which these spices and seasoning agents are added before and after boiling, Heinz has been able to cut down on lost odor, cut down on the amount of seasoning needed.

Heinz got into the odor field through its rigid sanitary program. Bad smells meant that something was wrong in the cooking or disposal of waste. They have installed elaborate chlorinated equipment to carry off peelings, elaborate sifters and septic tanks to process waste without odor. Plant sanitarians keep a constant watch on the whole disposal process.

• **Counteraction**—Some companies have found the best way to get rid of odors is to counteract them. This method doesn't provide the lucrative byproducts of some of the others, but it has kept some plants open. The counteraction theory is based on the work of a Flemish scientist, Hendrick Zwaardemaker, around the turn of the century. He found that many odors have odor opposites. When equal quantities of both are dispersed at the same time, the combined odor is negligible.

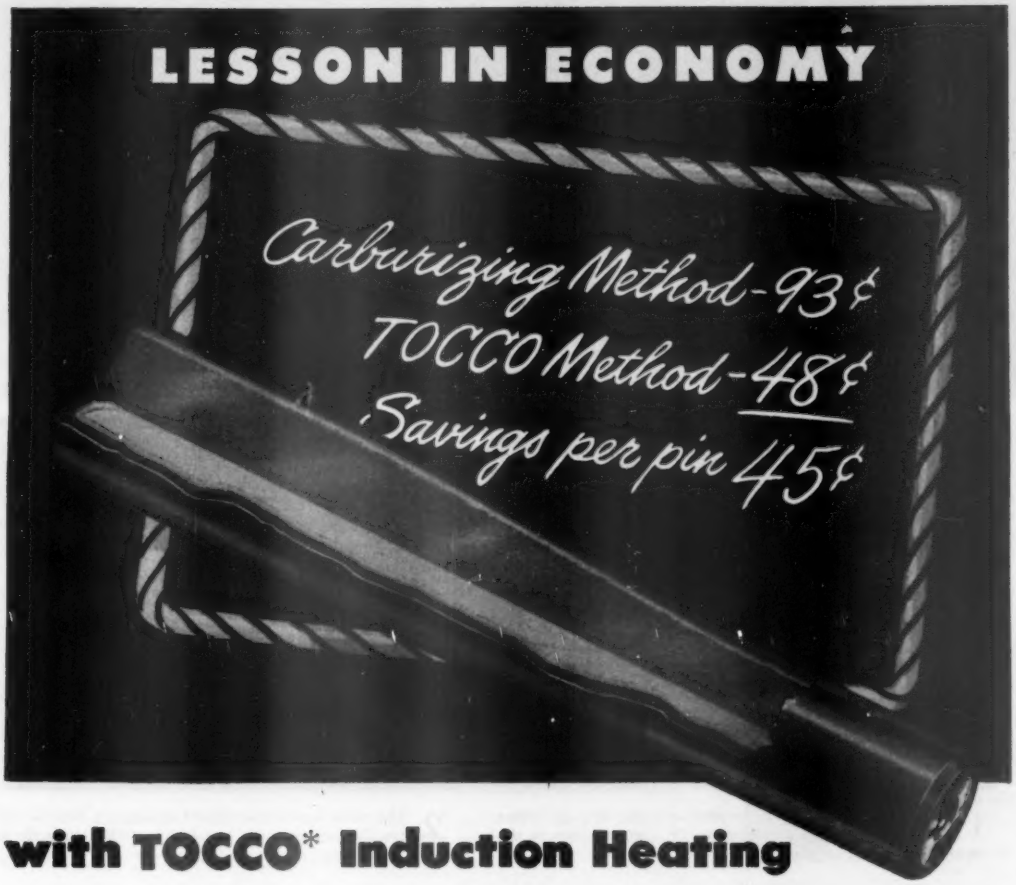
Airkem, Inc., producer of Air Wick, has been doing a lot of work on counteraction by varying the formula of its Airkem vapor to include odor opposites.

• **Plant-Saver**—They did a job recently for a hormone producer. To get hormones from animal urine, the urine has to be boiled in vats. The smell of the stuff boiling is so strong and so hard to get rid of that one manufacturer had to close down his plant.

Airkem engineers installed a special sprayer to direct a fine mist of Airkem vapor over the vats. The spray mixed with the vapors from the boiling urine and counteracted them. The plant was able to resume operations.

• **Reasonable**—One big plus for Airkem is that the installation is relatively inexpensive. The spraying equipment costs about $150, and monthly upkeep is low.

In contrast, other methods requiring catalytic combustion apparatus, electrostatic precipitation equipment, or activated carbon filters run into several thousands of dollars, and are out of reach for some small companies. This is one reason why agencies like APCA place so much emphasis on byproduct recovery.



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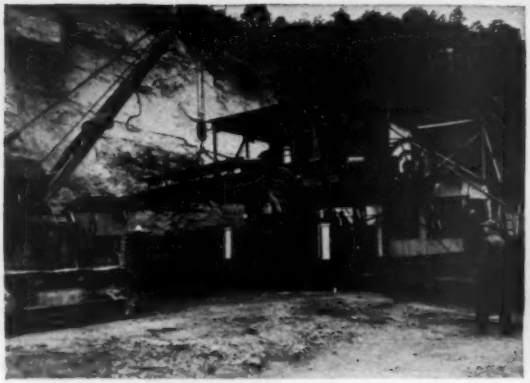
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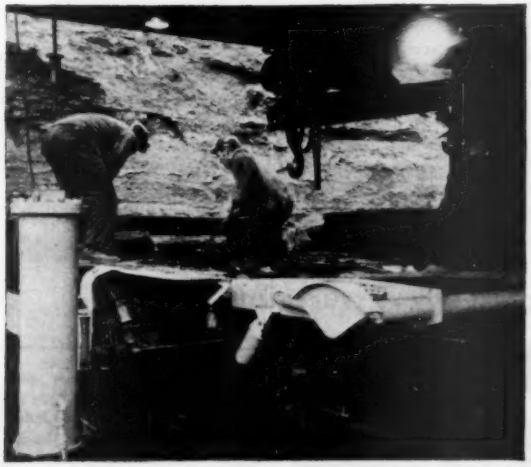




1 It looks ramshackle, but this two-story, portable rig is the brains and muscle of the machine that dug the neat coal caves in the picture at the top of the page.



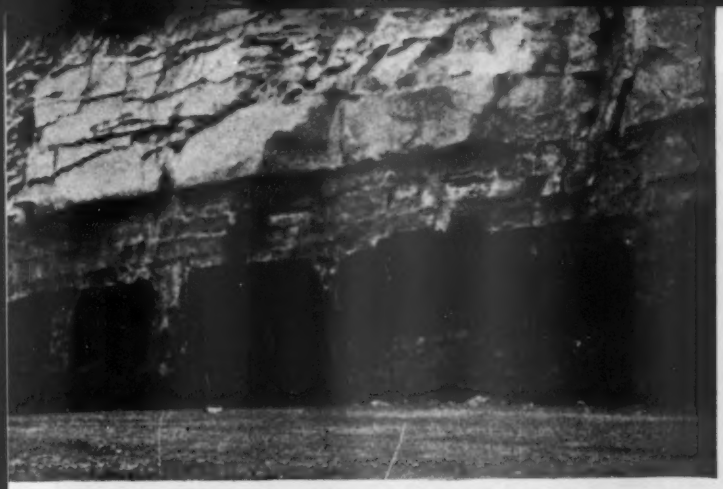
2 The cutter heads on a separate carriage dig into the cliff, follow the coal seam, are remotely controlled from the second story of the rig.

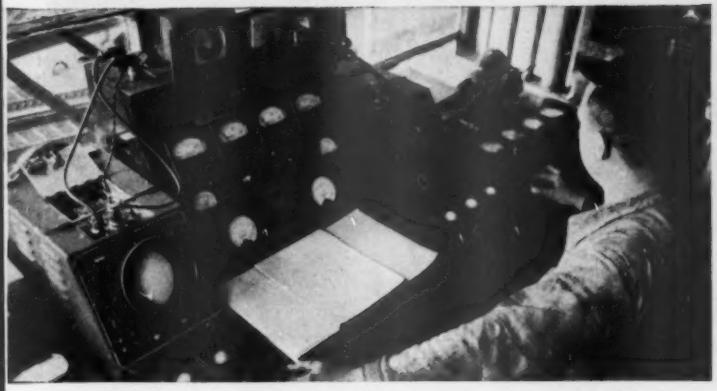


4 Here, the cutter gnaws its way into the ridge, moving forward on crawler tracks. As it digs, it passes the coal back onto conveyer belts, which carry it out to waiting trucks.



5 The cutter can follow the coal seam for 700 ft., the limiting factor being the number of conveyer links that can be hooked on. A later model aims at 1,000-ft. penetration.





3 Screens in the control room outside register changes in the hardness of the coal seam, detected by "sensing teeth" on the cutter head. By watching the screens, the operator can make the cutter follow the wanderings of the seam.

Digging Coal—No Hands

Modern technology, getting more complex by the day, has a hard time following the advice of the old saw: "Watch the doughnut, not the hole." When it does succeed, though, the rewards can be tremendous.

Just how tremendous was shown last week by Carbide & Carbon Chemicals Co., a subsidiary of Union Carbide. CCC demonstrated a strikingly different continuous coal-mining machine that:

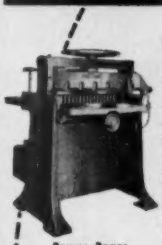
- Opens to economical recovery vast, rich coal lands that hitherto had been too expensive or too difficult to work.
- Points to tremendous cost cutting, perhaps as much as 40%.
- Demonstrates a way to end the toll of death and injury in underground mining accidents.
- **Byproduct**—CCC developed its machine more or less as a byproduct. Quite literally, it was looking for holes and discovered belatedly how valuable the doughnut could be.

What the company was after was a practical method of underground coal gasification (BW—Feb.23'52,p52). That's the engineer's dream of burning coal underground, thus converting it into gas that can be piped anywhere. The advantages, of course: no expensive mining, and cheaper transportation costs.

The toughest problem in gasification is getting the right kind of holes to let oxygen into the fire, and to let the gas out. CCC set out to develop the perfect hole borer. It got the machine all right, but by early 1948, the company had discovered that the coal dug by the machine was more valuable than the holes it bored. In effect, with the borer-turned-miner, it was cheaper to dig the coal and then burn it into gas

If you operate or plan to operate your own printing or duplicating facilities

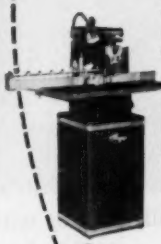
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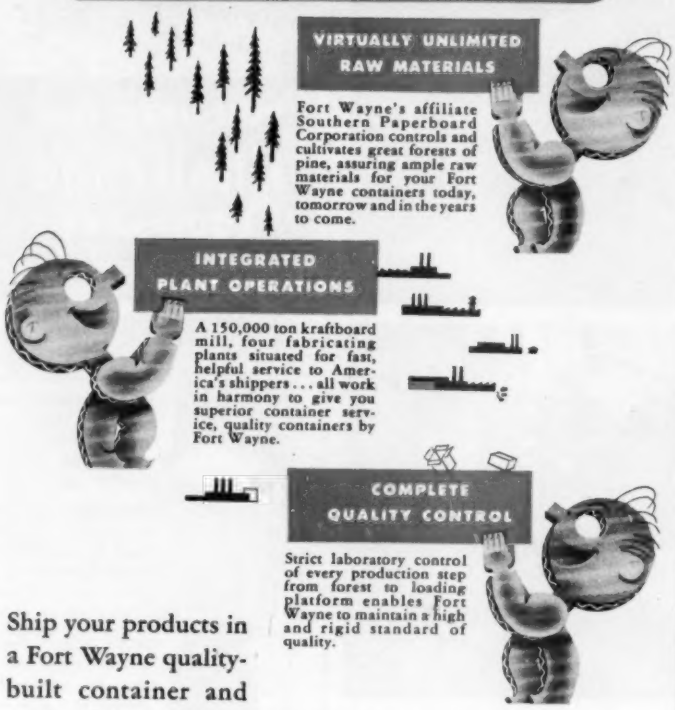
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". . . rugged, broken terrain defied both strip and deep mining . . ."

COAL DIGGER starts on p. 70

outside. So CCC shifted quickly from hole to doughnut.

• **Coal Reserves**—It all started a generation ago, when Union Carbide invaded the West Virginia hills to develop its chemical business on the lush local reserves of natural gas. Ever since then, the company has been spending a lot of time, money, and talent on coal. Only last spring, it unveiled a coal-hydrogenation process it believes will be the parent of a vast new coal-chemical industry (BW—May10'52,p106).

At its South Charleston Institute and other West Virginia petrochemical plants, CCC burns 1-million tons of coal a year just to raise steam. So it was understandable when, just after the war, the company began to look speculatively at the 509,000-acre coal reserve that it owned deep in the woods behind Charleston.

The property had been acquired years before, at a fairly attractive figure. It had never been developed because the rugged, broken terrain defied both deep and strip mining. The coal produced just couldn't compete in price with that from more accessible seams.

• **Into the Future**—CCC engineers thought gasification would be the answer—until their super-borer began to do its stuff. Since then, they have been concentrating on the machine that was proudly unveiled last week. With the machine, CCC presented some glances at the future:

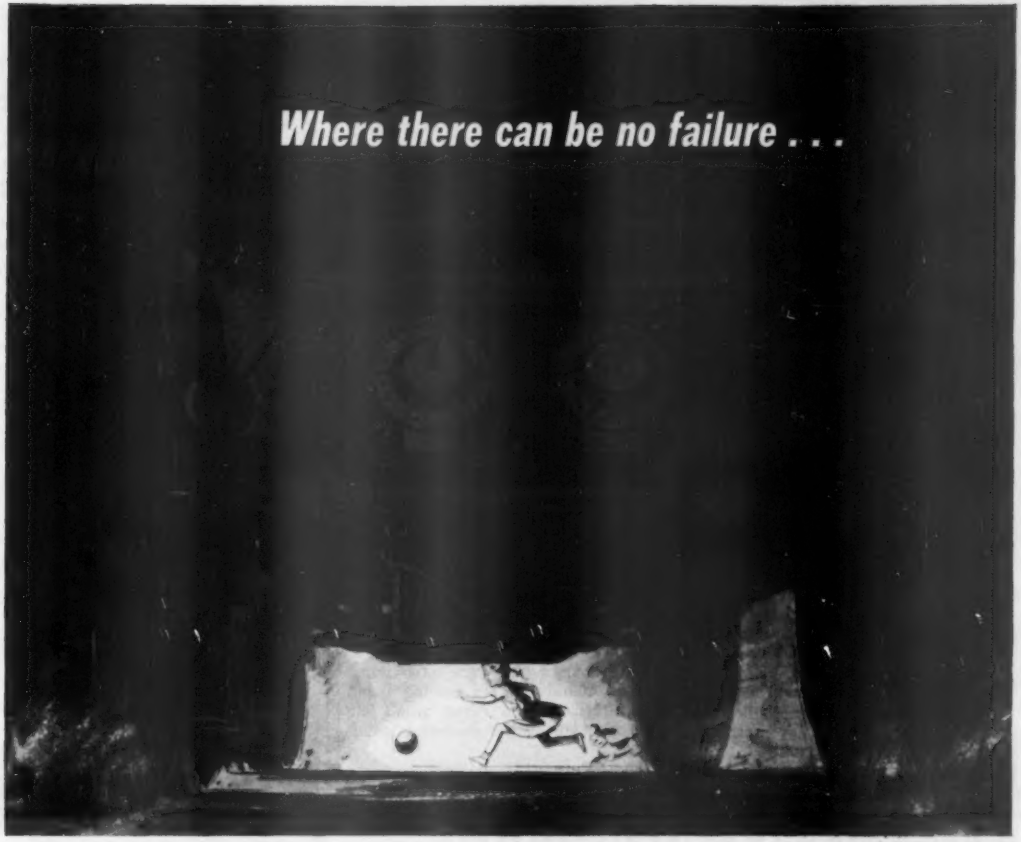
• The company expects no trouble in supplying its own fuel needs at a "shade under $3 a ton delivered." Three machines, the untapped reserve, a coal washing plant, and probably no more than 150 men could turn the trick at a $2-million saving on today's $5-million annual fuel bill.

• If coal hydrogenation were to become a big customer, the prospect would be even plushier.

Presumably CCC's cousin, the Electro Metallurgical Division of Union Carbide will be interested in the new miner. Electro Met is a big coal producer and consumer, operating numerous electric furnaces (BW—Oct.6'51,p 66).

Coal producers generally, and the machinery manufacturers who supply them, will also be intrigued. Anything that can yield 50 tons per man-shift continuously—and which has yielded as high as 100 tons per man-shift—is bound to make the trade drool.

The CCC machine is still pretty much of a special-purpose job, and the



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". . . you bulldoze a horizontal shelf along the side of the ridge, following the seam . . ."

COAL DIGGERS starts on p. 70

company has no idea of getting into machinery making. But it does think that by the time planned experimental work is completed, the machine will have much wider application than now. CCC even thinks it will be able to do underground mining; that's impossible with today's unit.

• **The Problem**—For the present, CCC's real interest is supplying itself with cheap coal out of its problem seams. The West Virginia coal lies high up in scalloped ridges. Dr. George Felbeck, the Union Carbide vice-president who was the engineering leader behind the machine, puts it this way:

"Out West, where I came from, you had to go down 300 feet to get at the coal. Here the stuff is way up in the sky."

The typical ridge has some soil on top, then 35 ft. or more of rock. Below that is the first of several lush coal seams, which lie in wavering layers. Strip mining is out, there's too much rock to remove. Deep mining is no better, because the ridges aren't big enough to justify the expensive installation.

• **The Solution**—As an alternative, the then relatively new coal auger was first considered. It did a good job of horizontal digging, but it could only penetrate economically beyond 150 ft., which meant that a lot of good coal would be left in the typical West Virginia ridge. So CCC came up with a two-story outfit that combines the auger with the conventional underground continuous miner. Here's how the weird contraption works:

First, you bulldoze a horizontal shelf along the side of the ridge, roughly following the coal seam. On this, a railroad track is laid to carry the machine.

The miner is a two-story rig. Downstairs, and operating at right angles to it, is a coal cutter mounted on power-driven crawler tracks. Behind the cutter is a fixed chain-and-flight conveyer, which receives the coal from the cutter.

The second story contains the huge reels that carry the power and control cables leading to the cutter. These do not have to be upstairs; for underground work they could be fitted behind the cutter.

• **"Tape Worm"**—When the cutter has penetrated the seam to the length of one section of conveyer belt (about 30 ft.), you stop it and spend a couple of minutes hooking in another section. Then the cutter can go deeper; the coal

INVITATION TO BID

Sealed bids will be received in the office of Engineering and Construction Director, Panama Canal Company, Balboa Heights, Canal Zone until 10:00 A.M., E.S.T., December 9, 1952, for furnishing all plant, tools, equipment materials, labor, and services, and performing all work for the construction of 22 masonry type quarters, buildings and appurtenances at Balboa, Canal Zone and 128 masonry and off-the-ground type buildings at Corozal Townsite Construction, Canal Zone, for Panama Canal Company.

Copies of specifications, drawings, and bidding papers may be obtained from Purchasing Agent, Panama Canal Company, 24 State Street, New York 4, N. Y. Requests should be accompanied by a $40.00 deposit for each set of combined specifications with drawings. Deposit to be in form of a United States money order or a certified check made payable to "Treasurer, Panama Canal Company".

Specifications and drawings may be inspected at the following places:

Panama Canal Company, 411 10th Street, N.W., Washington 25, D. C.

Office of the District Engineer, U. S. Engineer's Office, 180 New Montgomery Street, San Francisco 19, California

Office of the District Engineer, U. S. Engineer's Office, 751 S. Figueroa Street, Los Angeles 55, California

Office of the District Engineer, U. S. Engineer's Office, 1709 Jackson Street, Omaha 2, Nebraska.

Office of Division Engineer, U. S. Engineer's Office, Southwestern Division, 1114 Commerce Street, Dallas, Texas.

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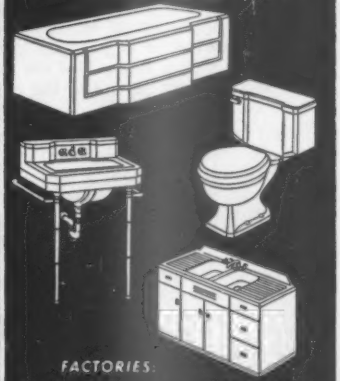
Office of the District Engineer, U. S. Engineer's Office, 4735 E. Marginal Way, Seattle 4, Washington.

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it digs at a rate of up to 1.66 tons per min. wouldn't be available without this splicing system.

When the hole has been mined to the desired depth, the cutter is withdrawn and the whole rig rolls a little way down the track to the next spot to be mined. Enough coal is left between drillings to hold up the top of the ridge.

• **Built-In Guides**—As described so far, the machine is merely an ingenious adaption of two familiar concepts. But it goes a lot further: It can "see" its way underground.

To understand this factor you must realize that the coal seams wander up and down in pronounced waves. If the cutter is not guided, it will stray from the seam, either wasting its time in already mined territory, or ruining its cutter heads on the hard stone that sandwiches the coal layer. You can't send a man along as guide, there's no room around the cutter, which completely fills the 38 in. by 114 in. hole that it bores.

To beat this, CCC has mounted two "sensing teeth" on each of the outer cutting heads. These teeth, or "stratascopes," project about an inch beyond the cutter. These auxiliary cutting tools are spring-loaded, and operate under a compression that varies with the resistance offered by the coal seam.

Now, every seam of coal contains layers of harder-than-average "bone coal," which keep roughly in the same position relative to the stone roof and floor of the seam no matter how much the seam may wander up and down.

The sensing teeth on the cutter are connected with oscilloscopes in the control room of the rig. The layers of bone coal make blips on these "radar" screens, and as he starts going into the vein, the operator notes where these blips are. If a blip shows up at 8 o'clock, say, then as long as it stays at 8 o'clock it means that the cutter is following the vein. If the blips wander, the operator outside adjusts the direction of the cutter to make it follow the right path.

Felbeck, the engineer, says the only trouble is getting the operator to trust the blips. "This thing won't be right until the cutter follows a seam automatically," he growls.

• **Full Circle?**—Meanwhile, the first machine has turned out 150,000 tons of coal. A better model is two-thirds completed. Oddly enough, the final development may lead back to where it started: gasification. It costs CCC over $1 a ton to transport the coal dug by the machine from the ridges to the plants where it is used. The company sometimes wonders why it wouldn't make sense to mine the coal, gasify it at the spot, and then pipe the gas down to Charleston. Thus both freight and air-pollution problems would be solved.

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GAS-TIGHT SPHERE, resting on this concrete base, near Schenectady, will house . . .

Reactor That Even Looks Safe

Experiments for Navy's second atom-powered sub will be carried on inside huge steel sphere, to prevent radiation. Engineers call precaution needless, but soothing.

All nuclear reactors built to date have been located in isolated regions remote from everybody except the people actually working on the project. That's because of the fear that, if anything went wrong with the equipment, people might be killed or crippled by the invisible atomic rays. Actually, nothing of the sort has ever happened, and all reactors are equipped with controls to prevent just such a disaster.

Scientists, though, are still playing safe. That's why they are building a giant 225-ft. sphere to house the prototype atomic reactor that is being built near Schenectady, N. Y., for submarine 575, the second U. S. atomic underseas craft.

The sphere, which will rest on a concrete saucer 179 ft. in diameter (picture), is designed to keep radioactive gases from escaping even if all normal controls should fail simultaneously. Special airlocks will admit workers to the gas-tight dome.

• **Nonessential**—The engineers who will be working daily inside the sphere think the added protection is so much icing on the cake. But they admit that it will serve to ease the minds of people living in the neighborhood of this first nonisolated reactor.

If the sphere functions efficiently, and does console its neighbors, it will mean a big boost for those who hope to produce commercial electric power by nuclear reaction. Up to now, all planning for such a reactor has been based on the need for isolation. Placing the reactor far from the power consumers would mean costly transmission lines. With the sphere, presumably a reactor could be built right in the middle of a city.

• **Self-Contained**—This Schenectady prototype reactor will be a step toward commercial power in another way. When the reactor is completed, it will be hooked up to electric generating equipment. General Electric's engineers think the submarine unit will develop enough power to supply all the installation's needs. Even the laboratories that will be built around the sphere are scheduled to get their electricity from the reactor.

General Electric's reactor will be different from the one being built for the first atomic submarine. It will operate at higher energies and is thus a different approach to nuclear power.

The reactor itself will be as exact a model as possible of the one that will eventually be installed in submarine 575. An actual section of a submarine will be built inside the sphere to house the reactor. It is hoped that this will make experiments easier than if they were conducted in a seagoing submarine.



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This supervoltage nuclear accelerator goes through long periods of intense electron bombardment. It's made of glass because glass can provide necessary electrical properties to withstand this treatment.



When a fuse plug blows, something is too hot to handle. If the plug body is glass, it not only stands the heat of the blowout, but it traps any explosive gases generated, eliminating a possible fire hazard. The lowly fuse plug is a good example of what can be done in designing glass for mass production.



This glass can be used in place of heating coils as the broiling element in a kitchen range. It's coated with a transparent surface that generates electric heat. It's easy to keep clean—does things for the steaks, too.

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A bolt of lightning and a high-voltage power line. Ominous combination! But a lightning arrestor housed in glass tames it.

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Corning has succeeded in doing some remarkable things with glass to help manufacturers solve stubborn product design and processing problems. The literature offered (right) is packed with information you may find useful. Why not clip the Corner now, or use your own letterhead to let us know what you're interested in? We'll be glad to hear from you.

Can glass improve your product, too?

Start building your glass library with these publications. Those of interest to you are yours for the asking by writing to Corning Glass Works, 23 Crystal Street, Corning, N. Y.

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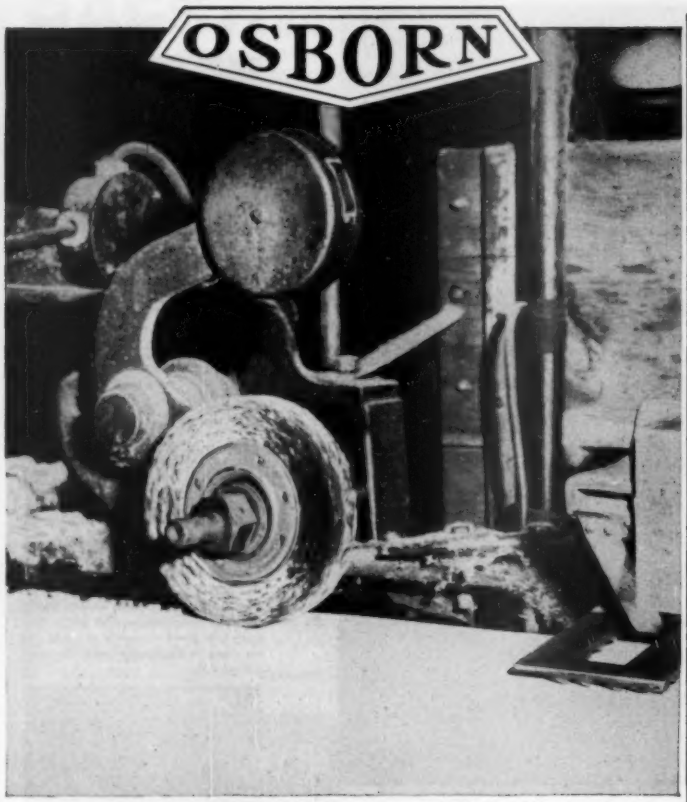
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Switching Brands

. . . of industrial alcohol. Users are shifting to synthetic, which till recently was substantially cheaper.

Buyers of industrial alcohol are gradually switching their brands.

For years, the traditional favorite has been ethyl alcohol fermented from blackstrap molasses. Lately though, buying taste has shifted to the synthetic type, made in chemical processing plants. Until very recently synthetic has been much cheaper than natural, and its output has gone up fast.

Last week du Pont announced that it will discontinue sale of ethyl alcohol by the end of the year, and that additional synthetic capacity is being built. Many other companies have been pushing synthetic.

Carbide & Carbon Chemicals Co., Tennessee Eastman Co., and National Petrochemical Corp. all have new synthetic plants in the works now. At least one producer of fermented alcohol is thinking seriously of installing a synthetic plant.

• **King at Last**—With more and more capacity going on stream, synthetic will be on top this year for the first time in the history of the business. Industry experts think that expansion plans will eventually bring synthetic output to something like triple the production from fermentation.

In the past months, the price of fermented alcohol has dropped down to the level of synthetic. Mostly that has been to meet competition, but there have been other causes.

• Stocks of both fermented and synthetic have been building up faster than demand.

• There has been a bumper crop of Cuban molasses, a major raw material for the fermentation process.

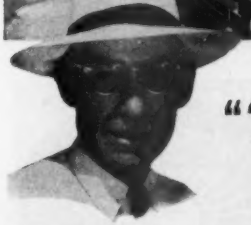
The fermentation industry has been over a barrel. It hasn't been able to force down the price of molasses to match the drop in its own products. Yet it has had to follow the price policies established by the pace-setting synthetic maker.

• **Use in Rubber**—Eventually, both types of producers may end up in the same boat. The synthetic rubber program has been absorbing most of the oversupply of both fermented and synthetic rubber. Industry is none too secure.

Petroleum butadiene is an alternative raw material for rubber. If more of the butadiene comes on the market, rubber producers are probably going to cut their consumption of the more expensive alcohol.



Picture above shows on-the-scene operation of Dodge "Job-Rated" trucks owned by Basalt Rock Co., Inc., Napa, Calif.



"'Job-Rated' really means something to us!"

... says **A. G. STREBLOW**, *President, Basalt Rock Company, Inc., Napa, Calif.*

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"We've been using Dodge '*Job-Rated*' trucks since 1934—and they're so dependable that we now operate a fleet of over 100 Dodges."

Owners of Dodge "Job-Rated" trucks all over the country echo Mr. Streblow's enthusiasm. See your Dodge dealer about a truck that's engineered to fit your job.



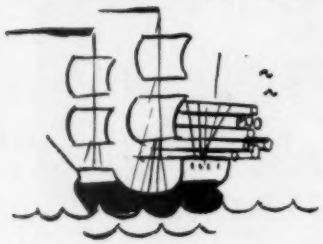
"Whether it's a ½-ton pick-up truck used for light service in all of our plants or a 4-ton mixer operating out of our concrete plant—we've learned to respect the dependability of Dodge '*Job-Rated*' trucks on every job.



"The Dodge trucks which we assign on long hauls help pay their way with low cost-per-mile of operation. Like every Dodge in our fleet, they're '*Job-Rated*' with the right load-carrying and load-moving units needed for the job."

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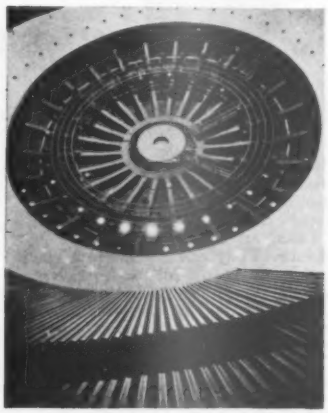
Even Control Panels Are Standardized Now

Control panels for electric power and chemical plants are getting more complicated as engineers develop new controls. No two panels are exactly alike. As fast as one design is completed, engineers change the process. The next panel must be different.

This variety in control panels has been troubling both the makers and the buyers. The manufacturers have been "custom-building" each panel. The customer has been unable to install ducts for wiring and other lead-in controls until the panel was actually received, because there were no standards to guide him.

Bailey Meter Co., Cleveland, studied the problem and found that, though each control panel was different, the components were often the same. Bailey decided that the units could be laid out in partially standardized bays. All tubing, wiring, and terminal points are mounted on the steel frames that make up the bays. Standardization of the insides hasn't restricted the front of the panel. The customer can have dials and meters spotted as desired.

Bailey is now able to tell the customer, shortly after an order is received, just where to place the connection ducts and what the over-all dimensions of the equipment will be.



Casting Light on the U.N.

The new United Nations General Assembly Hall in New York is lighted by a diffused lighting system with 144 adjustable lights set in three concentric rings around the 70-ft.-high dome (above). Ten adjustable spotlights, also mounted in the dome, give a brighter light to the speaker's platform. Catwalks, visible in the dome, are used for access to the lights for maintenance.



Twin TIME-SAVERS... that save *you* money

EVERY SO OFTEN, a tool is developed that makes possible techniques which shorten production schedules. Two such tools are AMF Wahlstrom Fully-Automatic Chucks and AMF Float-Lock Safety Vises.

These tools, in use in thousands of machine shops, factories and industrial plants, are helping to produce better products, to be sold to you at lower prices.

AMF manufactures a wide variety of machines and products, ranging from simple velocipedes to intricate, electronically-operated pinspotters that automatically set up bowling pins every 17 seconds! The engineering knowledge gained in the design and production of *each* AMF product, is beneficially applied to *all* AMF products.

AMERICAN MACHINE AND FOUNDRY COMPANY, *Executive offices,* 511 FIFTH AVENUE, NEW YORK 17, NEW YORK.

AMF products ARE BETTER...*by design*

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BUILT



TO SERVE BETTER AND LONGER

DEPENDABILITY is the first essential in buying a crane of any type or capacity. Because we have always produced load-handling equipment *exclusively*, you can trust "Shaw-Box" Cranes to give unfailing performance.

RUGGEDNESS is basic in all "Shaw-Box" Cranes. More than 60 years devoted to crane engineering research, development and manufacture are your assurance of enduring stamina.

UNIQUE FEATURES, built into all "Shaw-Box" Cranes, contribute appreciably to their unmatched load-handling economy and maintenance convenience.

COMPLETE PROTECTION for man, load and crane is engineered into every "Shaw-Box" Crane to provide continuous operation in the severest service.

FOR MANY YEARS "Shaw-Box" Cranes have been serving and saving for railroads, electric utilities and hundreds of other industries. They can do the same for you, whether you handle loads of 500 lbs., 300 tons, or more.

WHATEVER YOUR NEEDS—today or tomorrow—select a dependable "Shaw-Box" Crane. Write for Catalog 219 showing "Shaw-Box" Full Electric Traveling Cranes from 5 tons up; Catalog 218 for 'Load Lifter' Cranes from 1 to 25 tons.

"Shaw-Box" CRANES

MANNING, MAXWELL & MOORE, INC. Muskegon, Michigan

Builders of "Shaw-Box" Cranes, 'Budgit' and 'Load Lifter' Hoists and other lifting specialties. Makers of 'Ashcroft' Gauges, 'Hancock' Valves, 'Consolidated' Safety and Relief Valves, and 'American' Industrial Instruments.

PRODUCTION BRIEFS



Machine Tool Control

A control board (above) is being used by Lockheed Aircraft Corp. to increase the efficiency of machine tools. Status of all current and planned machine projects is indicated on the board by different colored tags. When one job is finished, the board shows what is to be done next, eliminating the previous tedious search through the filing system.

•

Two miles of special latex foam-backed carpeting were used to make walking easy for visitors at the National Metal Exposition in Philadelphia. The carpeting was engineered and foam-coated by Andrews-Alderfer Processing Co. of Akron, Ohio, cost approximately $37,000.

•

Titanium may be mined from sand banks, if a portable prime separator being tested by Hobart Brothers Co., Troy, Ohio, and H. B. Cannon, mining engineer, works out. The machine is designed to separate most of the sea sand from titanium base mineral.

•

A new project—Tool Engineering Research Foundation—has been launched by the American Society of Tool Engineers. Purpose of the national foundation is to carry out scientific projects in the fields of manufacturing and other tool engineering areas. It will use industrial laboratories, colleges, and universities to carry out the research program.

•

Transmission line insulators of Florida Power & Light Co., Miami, Fla., are being sprayed clean by a truck-mounted washing unit designed by the company. Removal of salt deposits and industrial sediment has eliminated television and radio interference and reduced short circuits on the lines. Under favorable conditions, a two-man crew can wash all the insulators on 60 poles in an 8-hr. day, according to the company.

Here's plant-location help that really helps you...



Community data from AGE *is detailed, thorough, tailor-made*



Write today for free map showing power lines and natural resources in the AGE service area.

More and more industries are making it standard practice to come to AGE *first* with plant-site problems.

It makes sense for two good reasons. Number 1: The AGE area is large—2260 communities in 7 states. With more towns to choose from, with the tremendous diversification this larger area offers, you stand a better chance of getting the exact kind of site you want

Reason 2: Electricity serves every home, farm, store, factory. We work more closely than most businesses with every community group. This unusually intimate knowledge of community trends, habits, and facilities saves time, work, and money for site-seeking executives.

Shown above is a typical preliminary prospectus on one AGE town. It's just a hint at the kind of help you get when you outline your site requirements to AGE. Write or phone in full confidence.



AGE American Gas and Electric Company

Manager, Area Development Division, 30 Church Street, New York 8

OPERATING AFFILIATES

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Central Ohio Light & Power Company
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for
faster
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All percentage figuring, such as prorating costs, is done faster with the Remington Rand *Printing* Calculator. It's easy to operate the 10-key touch control keyboard, and your check for accuracy is right on the printed tape . . . time-wasting reruns are a thing of the past!

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Try the Remington Rand *Printing* Calculator in your office on your own work. Call us today. See how this machine saves time and trouble in all your figure work.

If you want more information first, write on your own letterhead to Remington Rand Inc., Room 2463, 315 Fourth Avenue, New York 10, N. Y. for a free booklet (AC639).



Remington Rand

NEW PRODUCTS



Multiple Cutter

At Lovell Mfg. Co., Erie, Pa., rubber rolls for laundry wringers are produced in 24-ft. sections by a rubber extruding and cooling machine. Then the sections must be cut to shorter lengths—up to now a tedious, one-at-a-time, hand operation.

Recently, F. J. Fink & Co. helped Lovell break the bottleneck. Fink has developed a multiple cutting machine (above). The automatic unit cuts the sections into 18 or 20 pieces in one operation. You set it for whatever lengths are desired.

The companies claim the machine's precision saves about 20% in material. With no hand cutting, they say production speed has increased by nearly a third.

One hitch: Fink doesn't believe it will be able to deliver similar tailor-made machines to other companies in less than three years.

• *Source: F. J. Fink & Co., 2348 Euclid Ave., Cleveland, Ohio.*

Better Pictures

The popular silk-screen process for making a limited number of copies of a poster or drawing has always had one drawback. It is practically impossible to get good picture and halftone effects.

Eastman Kodak Co. has a new proc-



Don't get Caught with Heavy Local Inventories!

Specify American Airlines Airfreight to keep stocks down—sales up

No longer is it necessary for retailers to jeopardize profits—and invite price wars—with inventories that have become topheavy. For when you rely on airfreight deliveries, you can order just for today's needs—and meet tomorrow's as they come.

Thus, by cutting down on the depth of your stock, you eliminate the danger of being caught with a surplus of "dogs." On the other hand, you're protected against a shortage of "runners" through airfreight's overnight replenishment cycle.

Because these benefits are so far-reaching, the initial decision to utilize airfreight is a management responsibility. Wire us collect and we'll have an American Airlines representative in your office promptly to show you facts and figures on this modern distribution method. He'll also tell you how airfreight helps you reduce costly warehousing needs. American Airlines, Cargo Sales Division, 100 Park Ave., New York 17, N. Y.

Check American First

For Every Airfreight Problem—Here's Why

CARGO CAPACITY
American has the greatest available ton-mile capacity of any airline

HANDLING FACILITIES
American's airfreight facilities are backed by the largest personnel force of any airline

EXPERIENCE
American has been operating airfreight service longer than any other airline

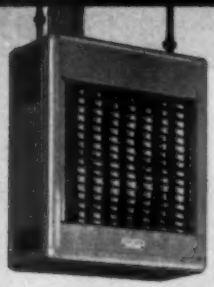
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American directly serves more of America's leading business centers than any other airline

KNOW-HOW
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AMERICA'S LEADING AIRLINE

AMERICAN AIRLINES INC.

CAREFUL COMPARISON ASSURES BETTER HEATING



"Demonstrating the 8 foot test convinces Unit Heater prospects"



Statement by Wm. J. Schmidt, Sales Mgr. and Ass't V.P. Long Island Lighting Company.

® Janitrol
GAS-FIRED UNIT HEATERS

If a unit heater is to deliver the performance you expect, "Built-in" heat and fan capacity must be ample to deliver warm air 8 feet diagonally below the unit to the floor. Janitrol's directional heat louvers can be adjusted to direct heat exactly where you need it.

Any of the 18 Janitrol suspended model sizes meet this requirement which is only one of the many performance features that your local Janitrol heating contractor can demonstrate for you.

He will gladly explain why Janitrol's 12 advanced design features, the result of 35 years constant research and development, make Janitrol the first choice among men who know gas heating best.

So follow the advice given by the utility executive quoted above . . . make sure the equipment you buy will meet the "8 foot test" . . . then insist on Janitrol's time-tested performance whether you are heating a small retail store, a large manufacturing plant, warehouse, public building or auditorium.

WRITE FOR YOUR COPY OF
"THE BUSINESSMAN'S BLUE BOOK OF BETTER HEATING"
It's full of helpful information on the correct application of gas-fired unit heaters for almost any heating problem.



SURFACE COMBUSTION Corporation
TOLEDO 1, OHIO

Janitrol AUTOMATIC HEATING EQUIPMENT
Surface INDUSTRIAL FURNACES AND BURNERS
Kathabar COMMUNITY CONDITIONING SYSTEMS

ess which it claims overcomes this drawback. The Kodak Ektagraph Process, it says, permits halftone and picture reproductions by silk screen. The process is simple enough so that a silk-screen printer can do the work himself, with a small investment in equipment and materials.

In the usual silk-screen process, the stencil is made by using special chemicals to make rubber adhere to a piece of stretched silk. Ink is then rolled on the paper through the silk screen.

With Kodak's new method, special Ektagraph film is exposed to the picture or other material to be reproduced, just as a standard photographic negative is exposed to photographic paper. Then the film is treated with special chemicals, washed, and placed on the silk screen. As it dries, the film adheres to the screen. When the film backing is removed, a photographic stencil is left on the silk. The rest of the method follows the regular silk-screen printing process.

Kodak says the new method can be used for four-color reproductions as well as for single-color printing.

• *Source: Eastman Kodak Co., Graphic Arts Div., Rochester 4, N. Y.*

Magnet Kits

Carboloy Dept. of General Electric Co. believes there are a lot of undiscovered uses for magnets. So it has designed two kits with various sizes and shapes of permanent magnets, developed to let the buyer experiment with their uses.

The new sets are called You-Try-It kits and are designed particularly for builders and carpenters. One package contains 48 Carboloy magnets in eight different styles. Maximum pulling power of these magnets is two lb. The other package contains 18 larger magnets, with a force varying from three to 12 lb.

• *Source: Carboloy Dept. of General Electric Co., Detroit 32, Mich.*

• *Price: $10 for the set of 48 small magnets, $15 for the set of 18 larger magnets.*

Keeping Lockers Clean

Locker rooms where industrial workers keep their clothes have been a headache for many companies. The clothes do not get well aired, dirt accumulates in the corners of the lockers, eventually gets on to the work clothes.

A new "Air-Flow" steel locker, designed by Penn Metal Corp. of Pennsylvania, is said to be the answer. The lockers are recessed into wall sections, with an air vent at top and bottom. Air is circulated through the wall section by a ventilating fan. It enters the vents at the top of each locker and is pushed

out through the bottom, carrying with it the moisture and dust.

In addition, the bottom of the locker is slanted to form a shoe holder. This eliminates the corners which accumulate dust and trash. The flush design, according to the manufacturers, eliminates the need for cleaning under and on top of the lockers, another of the problems in ordinary locker rooms.

• *Source: Penn Metal Corp. of Pennsylvania, 50 Oregon Ave., Philadelphia 48, Pa.*

NEW PRODUCTS BRIEFS

Left-over paints, enamels, and varnishes can be kept fresh and smooth for a long time with Paint-Sav, according to manufacturer Ames Aromatics, Inc., 132 Water St., So. Norwalk, Conn. An ounce of Paint-Sav in every half gallon of paint prevents oxidation and skin formation.

•

Shotgun and rifle sighting is improved with a new Leed sight, says Leed Sight Co., Navarre, Minn. The spring steel frame which snaps on and off any gun barrel has an offset on each side. When game is sighted directly, the gun is actually aimed a little ahead of a fast-moving target to allow for the time it takes the shot to reach its target. Price is $2.75.

•

A magnetic lifter and feeder hand tool to use with punch presses has been developed by Magnetool Div. of Ultifinish Mfg. Co., 2114 Monroe, Detroit. Metal parts to be fed to the punch presses are held tight by the magnets on the end of the new tool. A turn of the wrist releases the work when positioned.

•

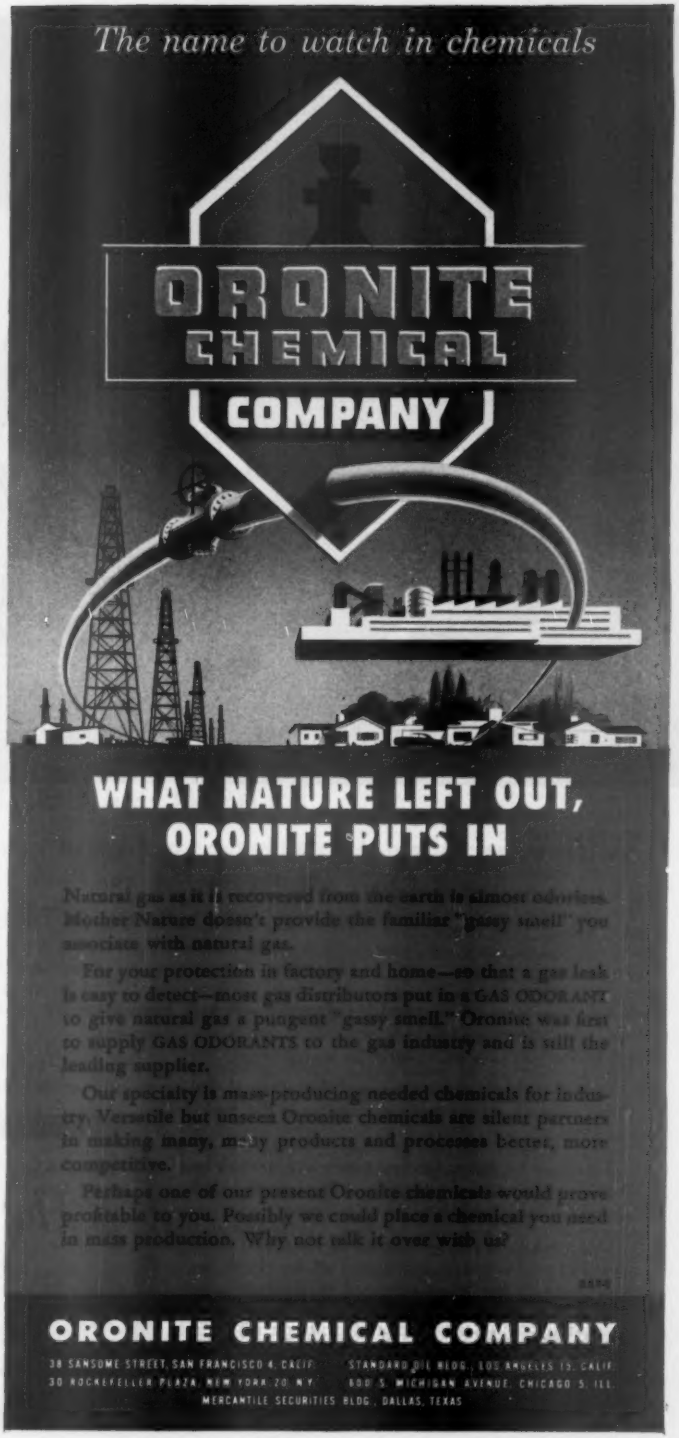
Paints can be mixed right in the store by using the new Color Carousel, introduced by Standard-Toch Chemicals, Inc. The new machine contains 12 different colors in specially-formulated paste. A code number on any one of many color combinations indicates the settings of the machine's dials to obtain that mixture.

•

Pocket-sized optical pyrometer is offered by Allied Engineering Div. of Ferro Corp., Cleveland, for determining temperatures up to 3300 F. A German product being distributed by Allied, the telescope-like pyrometer weighs just 5¼-oz. Allied believes it is the first such instrument of pocket size.

•

A rubber bucket that folds small enough to fit in your pocket, but will hold 1½ gal. of water, has been developed by B. F. Goodrich Co., Akron, Ohio.





Will your firm have to pay for some employee's "lost week-ends"?

F.B.I. Agents recently arrested 3 credit union officers, who were charged with embezzling $338,901. Only $75,000 of this sum was covered by surety bonds.

One of the defendants explained that some of the stolen money had been spent on "a series of lost week-ends."

This is by no means the first time—and it won't be the last—that a taste for high living has been financed out of appropriated funds.

Of course, you, as a self-respecting employer, don't want to pry into the private lives of all the people on your pay roll. But suppose one of them *should* start living way above his income at your firm's expense... wouldn't it be wise to make sure you'll be paid back every penny he takes?

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"The first thing you must realize is that your inferiority complex is just as good as the next person's."

Before You Call the Psychiatrist

If your bright young assistant begins to cut out paper dolls, talk to him yourself. Psychiatrists say that analysis is last resort—if and when the boss fails.

Six months ago Bill Smith, the executive vice-president of the Ace Mousetrap Co., began to worry seriously about his young assistant, John Jones. This boy had originally seemed to have a brilliant future with the company. A standout from the day he was hired, Jones had climbed fast in two years. It looked as if he wouldn't stop till he got to the top.

• **Change**—But now something had happened. Jones had got to brooding, seemed to have lost interest in his job. His once-fine decisiveness had given way to abnormal indecision. He seemed to be irritable and moody; subordinates who once liked him were almost afraid to speak to him. Obviously, some mental problem had so beset the man that he had become more of a burden than an asset to his company.

• **Common Occurrence**—Almost every business executive has had an experience of this kind. Some have known how to handle it. Others, like Smith, have not. To him, a mental illness is an awesome, unknown thing, which means in turn the rather weird realm of psychiatry—a word that makes him jump.

In the old days, these things presented no serious problem: Bill Smith's grandfather simply would have fired young Jones or written him off as a permanent underling. But today's business executive takes a more practical view. A bright young man is a valuable asset and cannot be replaced overnight by someone with a comparable potential. His hiring and training represents a big investment in time and money. Thus, the executive concludes, a real effort to salvage him should be made.

• **Is It Practical?**—But can such a man really be salvaged? How do you go about it? And is it really worth it, in the long run?

To find answers to these and other questions, BUSINESS WEEK last week interviewed several prominent psychiatrists and physicians. In every case, the doctors reported that the average man in such a mental state not only could be salvaged, but far more easily than most businessmen realize. In most cases, in fact, the man can be brought back to normal without ever seeing a psychiatrist. And even if he is in bad enough shape for that, it would be rare indeed for him to spend either a lot of money or a lot of time to get straightened out.

I. Neurosis vs. Psychosis

To the layman, that seems startling. The reason is that he generally tends to think of mental illness in terms of insanity, either temporary or permanent. Because any aberration of the mind seems mysterious and awesome, he also tends to think of a neurosis and psychosis as synonymous.

• **The Differences**—Actually, the two terms can have as little in common as a mild cold in the head and a delicate brain operation. A person with a neurosis is almost always an office patient, if he even goes to a physician or a psychiatrist. A psychotic must be hospitalized, generally for a long time, and could not hold a job at all.

It is the neurotic with whom the businessman is concerned—the mild mental illness that would be comparable, physically, to a range in seriousness from a mild cold to, say, bad bronchitis. What are the symptoms of such an illness, and how does the boss deal with them in a subordinate?

• **Symptoms**—In general, say the psychiatrists, a neurosis manifests itself in one of two ways—the person "either becomes a nuisance to himself or to others." The nuisance to others shows symptoms of growing arrogance, an increasing sense of competition, and often just downright cussedness. He has trouble getting along with other people in the office; he is easily angered, becomes very irritable, hostile, and fault-finding.

The neurotic who becomes a nuisance to himself reacts in almost the opposite way, and is more common. This person constantly punishes himself. He feels he is not doing his job well, or even passably. His personal problems seem so overwhelming that he can't cope with them. This is the man who could develop an ulcer, who may have rising blood pressure for no physical reason, or asthmatic attacks. Instead of getting irritable toward his fellow employees, he is likely to become outwardly more pleasant.

Both kinds of neuroses have many things in common. First symptoms are

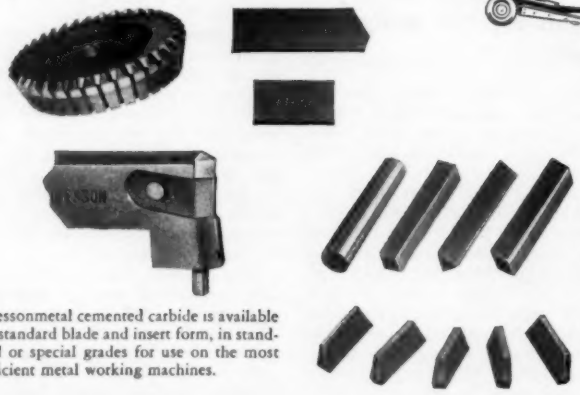
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would have had different frontiers to conquer in Kentucky today!



We'll always have our Daniel Boones—the men who have always had the courage to try something new—to do a better job. We have many in the metal working industry, men who build our planes, tanks, trucks and guns—some part of which of every one is machined with Wessonmetal.





Wessonmetal cemented carbide is available in standard blade and insert form, in standard or special grades for use on the most efficient metal working machines.

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". . . the boss should make him feel somebody is interested, sympathetic . . ."

HEALTH starts on p. 89

likely to be recurrent physical illnesses—colds, stomach-aches, and a whole raft of pains and aches. The pains have no physical basis, but they are real enough to give the person a sometimes hysterical fear that he has some dread disease. And in his work, his efficiency plummets.

II. Avoiding Psychiatrists

In either case, should the boss send his man to a psychiatrist right off? Almost every psychiatrist interviewed flatly says no. Instead, they say that the boss himself should talk to the man in an effort to get him over his basic disturbance. And surprisingly often—if he does it soon enough, before it develops into something big—that will be enough to get the man back in shape.

• **Simple Neuroses**—The reason for that is that these are mild neuroses—a specific problem that a person can resolve simply by unburdening himself to someone in authority in whom he has confidence. Perhaps he has a domestic crisis, or needs a loan to meet a debt that has worried him. Or perhaps he just needs a vacation. In any case, the boss should make him feel that somebody is interested and sympathetic, and encourage him to speak out.

But say this doesn't work, that the man becomes steadily worse. Even then, the boss should not suggest a psychiatrist. Instead, he should urge the man to see either the company doctor or his own doctor. In either case, the boss can brief the doctor beforehand on the patient's symptoms and behavior.

• **Physical Help**—Here again, his doctor may be able to help him—sometimes just by giving him a physical checkup and prescribing a sedative to give his nerves a chance to rest. Or just by talking to him. If this doesn't work, the physician will suggest that the man see a psychiatrist, if he feels that is necessary, and recommend one.

III. The Psychiatrist's Office

What actually happens when the patient goes to a psychiatrist? Will it take years to cure him, with no guarantee at all that he will be cured even then?

The answers to both questions depend on the seriousness of his illness. If he is a man whom the boss or the physician almost "cured" by talk,

We distill the undistillable

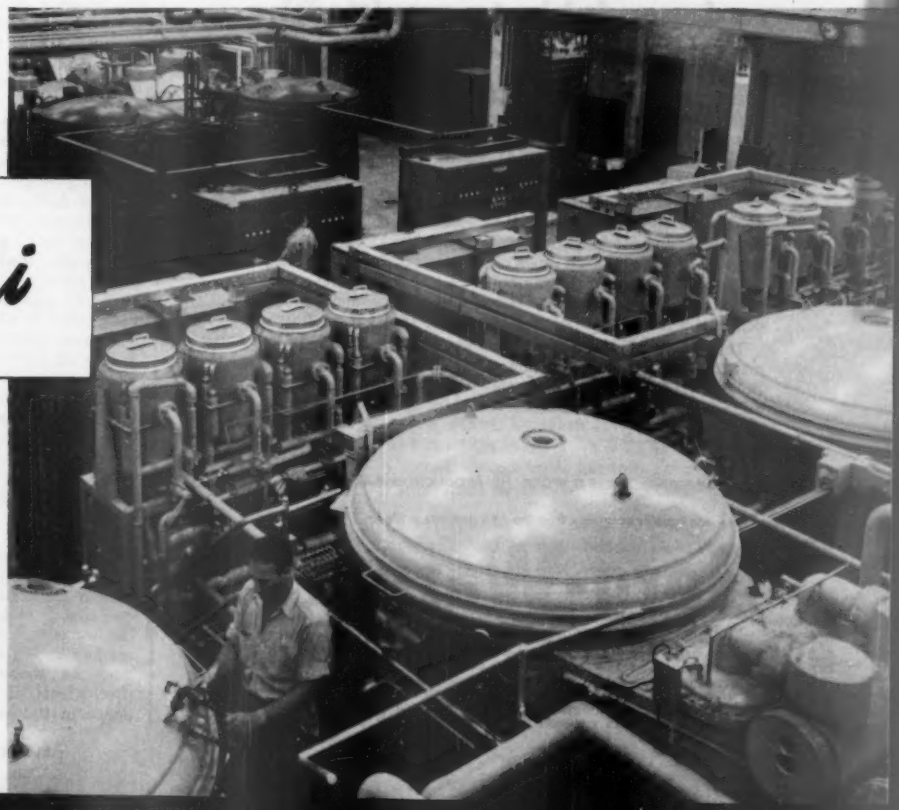
...in high vacuum

High vacuum partakes in the production of a great variety of goods. In the manufacture of television, radio, and other electronic tubes, for example. In producing metals. In metallizing plastics and metals. In atomic research. In chemical processing.

Stop a minute at chemical processing. A lot of chemical products and by-products would be far more useful if you could separate their more valuable from their less valuable constituents, economically. What the chemists used to call "fixed oils" are a case in point. They're undistillable by the usual methods. They break down or char before you can get them hot enough to evaporate any useful fraction. But you can successfully separate such materials into their components under *high vacuum* where they can be heated and condensed without interference by air molecules.

DPi has built banks of high vacuum stills in which we can handle such "undistillables" for you by the tank car—vegetable oils, fish oils, animal oils, residues left over after conventional distillation of petroleum and aromatics, various styrene compounds that polymerize before distilling.

If you have a material in your business that sounds like a candidate for molecular distillation—perhaps even a product you now throw away, we shall be happy to discuss it with you. Or, if there's an opportunity for high vacuum as a modern unit process of production in your business, we offer our long experience in its application. Write ***Distillation Products Industries,*** 739 Ridge Road West, Rochester 3, N. Y. (Division of Eastman Kodak Company).



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With 109.0 drawbar horsepower . . . with up to 29,400 pounds drawbar pull . . . with six forward and three reverse speeds . . . this brawny Allis-Chalmers HD-15 crawler tractor is ruggedly powered to handle a wide range of punishing jobs.

To transmit that power smoothly and efficiently, Allis-Chalmers relies on a specially designed B-W Rockford clutch. Engineered and produced by Borg-Warner's Rockford Clutch Division, this big, 17-inch single disc-type master clutch features a lightweight driving plate with bonded lining that assures smooth, positive engagement, faster, easier shifting, and dependable transmission of power under the toughest conditions.

This is another typical example of how "B-W engineering makes it work—B-W production makes it available." And of how Borg-Warner serves the nation every day through the automotive, aviation, farm implement, marine and home appliance industries.

ENGINEERING MAKES IT WORK **PRODUCTION MAKES IT AVAILABLE**

Almost every American benefits every day from the 185 products made by

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". . . psychiatrists urge better human understanding on the part of executives . . ."

HEALTH starts on p. 89

then his time with the psychiatrist may be brief. Some people may have to be seen only once a week for a few weeks. Others may have to go several times a week for a month or two. Still others may have to keep up such visits for a year or more.

• **Across the Desk**—The important thing about all these cases is that none receives psychoanalysis. Most laymen believe that if you go to a psychiatrist, the first thing you do is flop down on a couch, have your mind probed deeply. On the contrary, to quote one psychiatrist: "There is such a thing as psychotherapy without analysis. The basis of such treatment is a doctor-patient relationship, in which the two discuss the problem across a desk."

Real psychoanalysis is only a small part of psychiatry. The American Psychiatric Assn. has between 6,000 and 7,000 members. Of these psychiatrists, only 10% are also psychoanalysts. These people deal with more serious mental problems. But the people who have them, still in the neurosis stage, can be office patients, and usually are. If your bright young associate is caught in time, before he starts cutting out paper dolls, the chances are excellent that he won't have to go through a real analysis.

• **On the Couch**—If he does, then the problem becomes sticky—both in time and money. You can't get an analysis by a legitimate analyst for less than $10 an hour, more likely $15. You have to see him from three to five times a week, generally from one to two years, sometimes longer. Even then, none of the psychiatrists was confident enough to say flatly that the man would be cured. In fact, some say that many patients come out of psychoanalysis in worse shape than they went into it.

So after spending a tremendous number of hours away from his desk (most visits would have to be during working hours) and spending between $4,000 and $5,000, your man might still not be back to his peak efficiency before his illness overtook him.

• **The Human Approach**—What the psychiatrists interviewed urged to prevent such an eventuality was better human understanding on the part of executives. If they have it, they can catch and prevent any incipient mental crackup in a subordinate before it begins. But they can only do it, say the psychiatrists, if employees have confidence in the boss as a human being.



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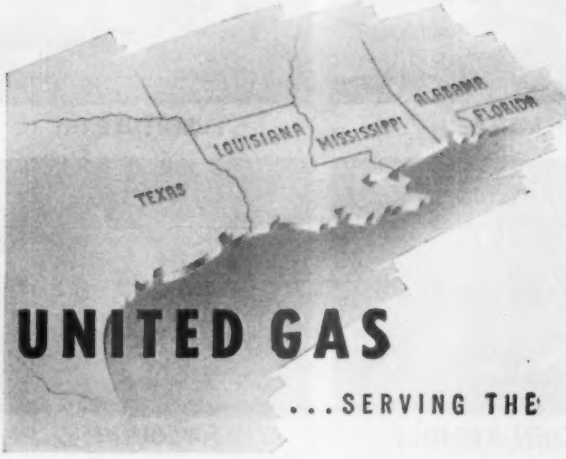
Many manufacturing and industrial firms have put the "Gulf South formula" to practical and successful test in recent years ...by building new plants or enlarging already-established plants in this prosperous, growing area.

Expanding markets, excellent transportation facilities, industrial water, good working climate, raw materials, electric power, adequate labor supply — all of these are important components of the "Gulf South formula."

In addition, there is the *plus factor* of dependable, economical natural gas.

Your company, too, can take advantage of the "Gulf South formula" by selecting a new plant location from hundreds of choice sites in the more than 460 cities and towns served with natural gas from the integrated system of United Gas.

Perhaps we can help you with more details. Write our Industrial Development Director, P. O. Box 1407, Shreveport, La.



UNITED GAS

...SERVING THE *Gulf South*



Alexander Kostellow, Pratt Institute's design school chief . . .



. . . talks with executives like H-H

When College and Industry Team Up on

A newly hired industrial designer, fresh out of college, rushed into his company president's office one day. He had with him a radical new design for a refrigerator. It was in the shape of an egg.

"Look at this," said the designer. "It's the ultimate in appliances. It's artistic, and it has terrific sales appeal."

"It sure has," said the president. "But it'll cost me so much to make that I'll price myself right out of the market. Any engineer would go crazy trying to fit a motor into it. The boys in production will take years figuring out how to mass-produce it. All the shelves in it will be different sizes; that'll mean five or six operations instead of one." The president sighed. "I'm going to turn this over to my chief engineer and see what he can make of it."

Next day the engineer came in with his version. It was plain, square box. "It'll work like a charm," said the engineer.

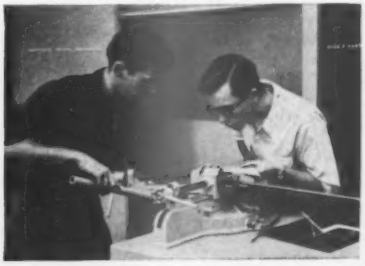
The president buried his head in his



BOATS



AUTOS



FURNITURE



SALES DISPLAYS



KITCHEN UTENSILS



TOOLS



Furniture's Elliott Wood . . .



. . . and they set up a practical lab. That's what happens . . .

a Design School

hands. "But it doesn't have any sales appeal," he groaned. "No one'll buy it."

• **Remedy**—The problem has been with industry a long time. A true industrial designer has both artistic and practical knowhow.

He can design a product so that it'll look good to the customer, and at the same time so that it can be produced both cheaply and easily. He is, in effect, designer and engineer all rolled into one.

The trouble is, colleges turn out either designers or engineers—seldom both in one man. About the only way out for industry has been to hire designers, then put them through long periods of on-the-job training in the practical aspects of production. This costs money and time, pulls skilled staff members out of production and into teaching jobs.

At least one man, however, has been convinced for a long time that there is a way out of this dilemma. He's Alexander Kostellow (pictures, page 94) of



APPLIANCES



BUSINESS MACHINES



VENDING MACHINES



ABSTRACTIONS



PACKAGING



SUPPORTING FRAMES

PRECISION-MADE PERFORMANCE ENGINEERED ...SERVICE-PROVED

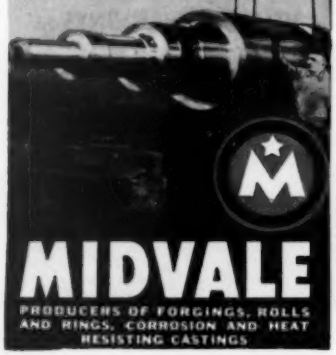
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Offices: New York, Chicago, Pittsburgh, Washington, Cleveland, San Francisco



MIDVALE
PRODUCERS OF FORGINGS, ROLLS AND RINGS, CORROSION AND HEAT RESISTING CASTINGS

Pratt Institute, a college in Brooklyn, N. Y. Under him, Pratt has been running a design school rated among the best in the country. But Kostellow hasn't been satisfied with it. He has always had the idea that it could be brought closer to the practicalities of industry. This fall his idea bore fruit: With financial backing and enthusiastic applause from 10 big manufacturing companies, Pratt started full-scale operations in a practical laboratory where students can work on real-life industrial designing projects.

• **How It Works**—The lab and design school are housed in a separate four-story building. Each lab room has drafting tables and workbenches, plus a stock of tools and materials so that the students can build models of the products they design. All the equipment is full-size, production-line stuff. There is a big variety so that future designers can experiment in wood, plastic, metals.

Around the lab rooms are offices belonging to the companies that back the lab. Men from the companies' design staffs hang around these offices. They give lectures, help the students with their projects, often do research work of their own. They help add the practical touch to the operation.

Each field of design—furniture, automobiles, kitchen appliances—has a faculty adviser to watch over it. He works with both the students and the member companies. Periodically, he sends reports to the companies on the progress of student designs. If a company likes a particular design, it can buy it from the student—but this is strictly out of school, has nothing to do with the purposes of the lab.

While all this is going on, Pratt stoutly insists that its design department isn't merely a trade school. The students get regular college courses, come out with a degree called "bachelor of arts in industrial design." Like many other colleges, Pratt also keeps a character profile of each student. This lets a prospective employer know what he's getting almost before he sees his new designer.

• **Backers**—Kostellow, who is now director of the lab, had a hard time convincing people that all this was necessary. Even before the lab was set up, industry recognized Pratt's design school as one of the closest to production realities in the country. This was due largely to Kostellow's efforts; he had worked closely with manufacturers, occasionally talked them into contributing funds and knowhow. Because of this, most of Pratt's top brass felt that the design school was plenty good enough. They pointed to the fact that every graduate had found a job in the trade. Why, then, spend money on anything new?

Industry was a little easier to convince. "If you're going to design for industry," Kostellow says, "you need the help and guidance of industry."

This theory sounded good to 10 outfits: General Motors Corp.; Heritage-Henredon Furniture, Inc.; Hickok Mfg. Co. (men's jewelry); Reed & Barton Co. (silver); E. A. Laboratories, Inc. (auto accessories); Elgin National Watch Co.; Shell Oil Co.; and Owens-Corning Fiberglas Corp. These companies all kicked in with funds, advice, and projects. And, in addition, negotiations are under way to sign up Sears, Roebuck & Co. and Monsanto Chemical Co.

• **Importance of Design**—The major reason these companies contributed happily to Kostellow's lab was this: Without designers, they figure, none of them would get very far.

That's largely because of the peculiarities of the U. S. economy. Unlike the European, the American consumer is always on the lookout for something new. He buys a new car in 1950; by 1952 advertising convinces him that it's obsolete. So he trades it in for a 1952 model.

Here's where the designer comes in. Each year he dreams up a car that looks just a little different from the previous year's model. He analyzes trends. He aims for simplicity and most efficient use of materials. The goal of most designers today is to have the shape of the product directly related to the function. "Streamlining" as such is no longer recognized as an infallible attribute of good design.

Yet, at the same time, he can't make the 1952 model look radically different from the 1951 version. The public likes things new, but not too new. And there's the production engineer to think of, too. A refrigerator in the shape of an egg will give him trouble because it's unlike anything he has ever handled before. For the designer, it's like walking a tightrope. To be successful, he has to work out a perfect balance of art, engineering, market analysis—with a touch of psychology.

• **Case Histories**—He's an important man in almost any manufacturing setup. Some companies, in fact, give him credit for pulling them up the ladder almost single-handed.

Take Studebaker Corp., for instance. Back in the mid-1930s, the company was doing so poorly that it went into receivership. Its cars just weren't selling. Studebaker decided that the trouble was poor design; the cars just didn't look good enough. So the company began to put more emphasis on color and streamlining. Sales started to climb. World War II put a stop to production, but Studebaker had learned its lesson. Right through the war, it kept its design department working on

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THE PRODUCTIVITY of any group of employees depends on the human energy they apply to their work and the tools they are given to use.

The amount of human energy so spent can be influenced very slightly by management.

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Yet experience shows that good metal business furniture *alone*, such as Goodform adjustable aluminum chairs, Super-Filer mechanized filing equipment, Mode-Maker and 1600 Line desks can increase productivity anywhere from 10 per cent to several times that amount!

In addition, the attractive and pleasant appearance of offices so equipped provide the intangible values of improved employee morale and greater customer prestige.

The purchase of good metal business furniture should be decided upon—not on the basis of first cost—but on the basis of what it will do to bring a greater return on your fixed expense for salary, floor space, and overhead.

Call your local GF distributor today or write The General Fireproofing Co., Dept. B-11, Youngstown 1, Ohio, and find out why Good Metal Business Furniture can be a Good Investment for your office.



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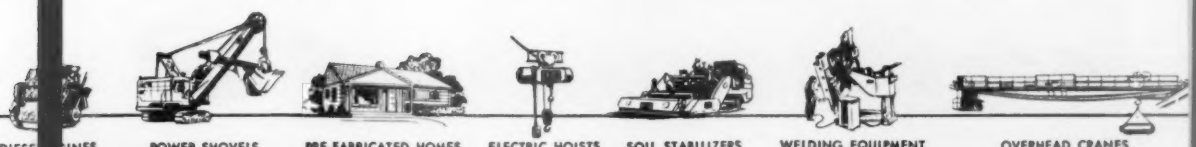
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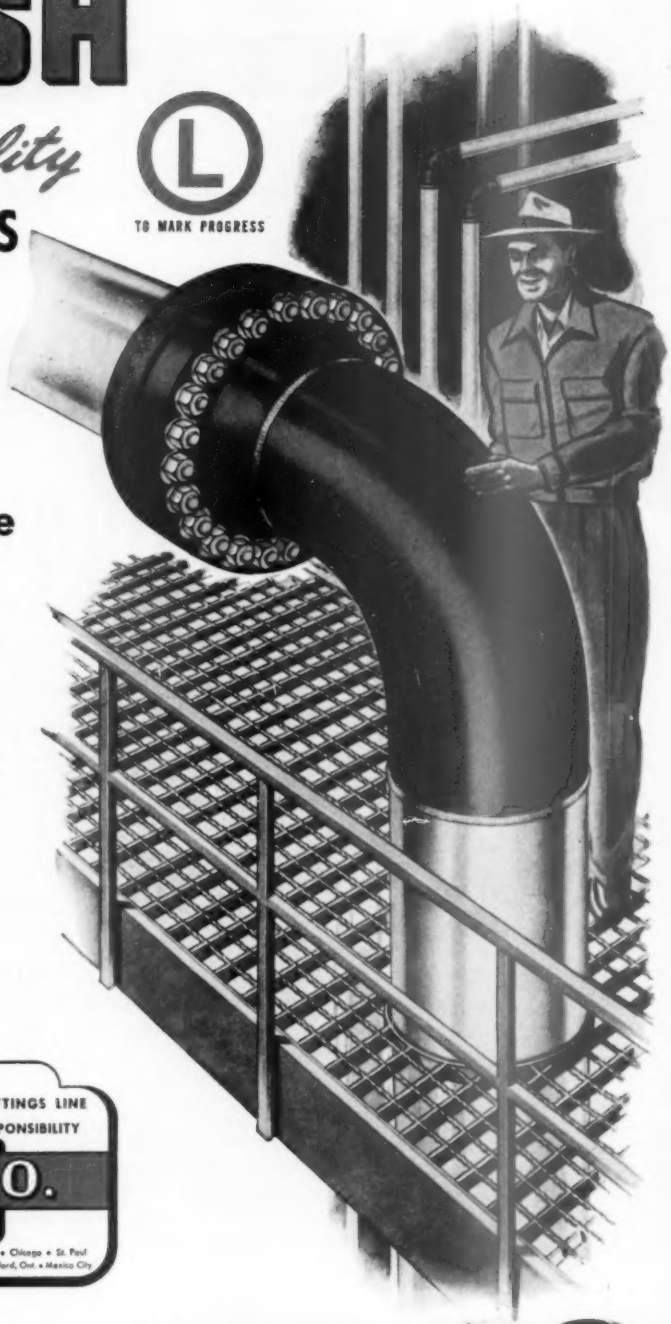
DIESE GINES POWER SHOVELS PRE-FABRICATED HOMES ELECTRIC HOISTS SOIL STABILIZERS WELDING EQUIPMENT OVERHEAD CRANES

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". . . he wears a bow tie, waves his hands when he talks . . ."

DESIGN SCHOOL starts on p. 94

civilian cars. It hired Raymond Loewy, nationally known designer, to head the program.

Loewy decided a car ought to look fast even when it was standing still. It shouldn't look bulky, shouldn't be covered with chromium "spinach and schmalz." The car he designed has put Studebaker up in fourth place among all car manufacturers.

Another example of the same thing is Heritage-Henredon Furniture (High Point, N. C.). Its president, Elliott Wood (pictures, page 95), is one of the Pratt lab's most enthusiastic cheerleaders. A few years ago, Wood's company was doing a small—though satisfactory—business with traditional furniture. Wood decided to branch into modern furniture.

At the same time, it was Wood's idea that most types of modern furniture on the market represented too sharp a break with the traditional. The public, he knew, didn't often go for anything too new. Modern furniture wasn't selling nearly so well as he thought it might.

So he set his designers (all Pratt graduates) to work on a furniture design in between the traditional and the modern. They came up with a design that they called Circa 60. It caused a sensation in the trade, sold almost as fast as Heritage could make it. Today Wood's outfit grosses some $8-million a year, is recognized as one of the leaders in its field.

• **Lab Director**—Stories like these convince Pratt's Kostellow that he's doing a useful job. Not that he needs convincing: He has been in the designing business for 30 years.

He was born in Persia, came to the U. S. shortly after World War I. Since then, he has worked as design consultant for many big manufacturing outfits, and taught in several schools. The industrial design course he taught at Kansas City Art Institute some 20 years ago, according to historians at Harvard Business School, was the first of its kind in the U. S. Kostellow has also been president of the American Designers Institute.

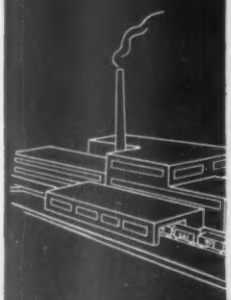
He's short and stocky. When he's with a group of students, they tower over him. He wears a bow tie, waves his hands when he talks. According to a photographer who once asked Kostellow to stir up a little action for a lively classroom picture, "he can get things moving faster than any man I know."

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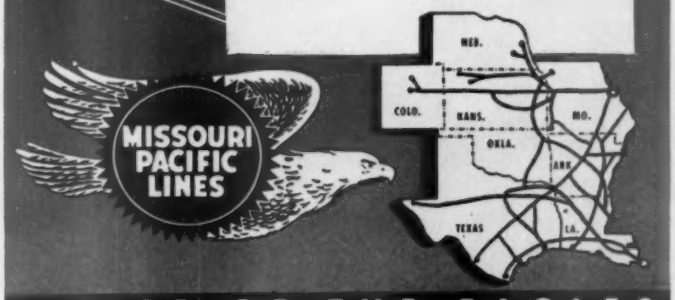
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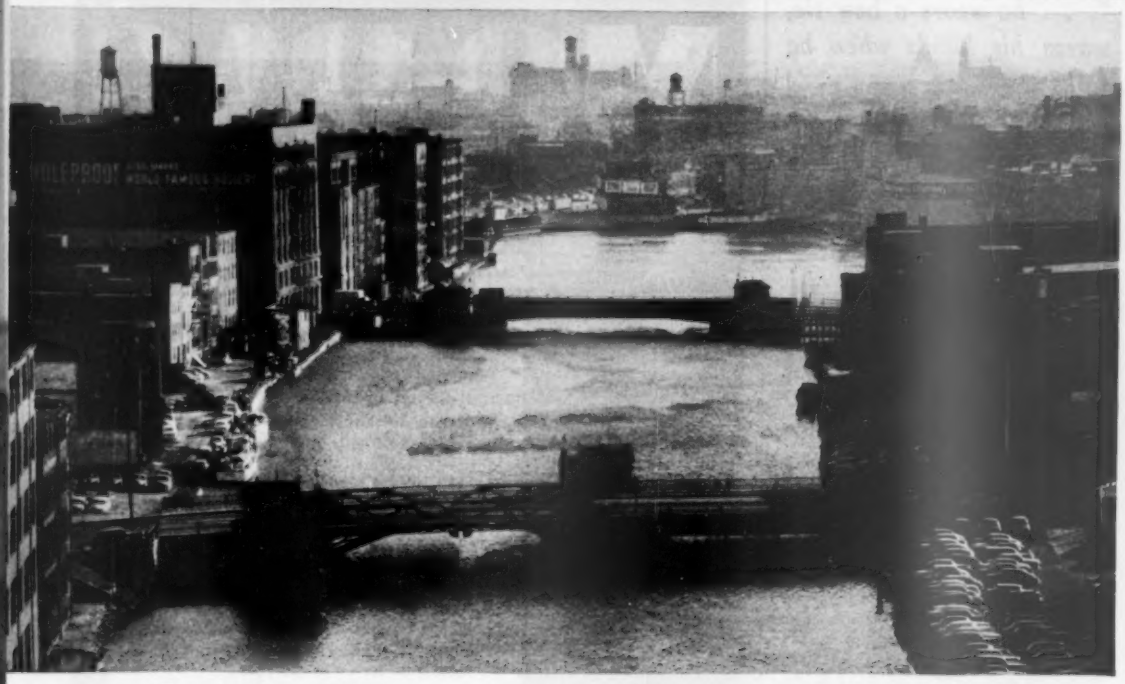
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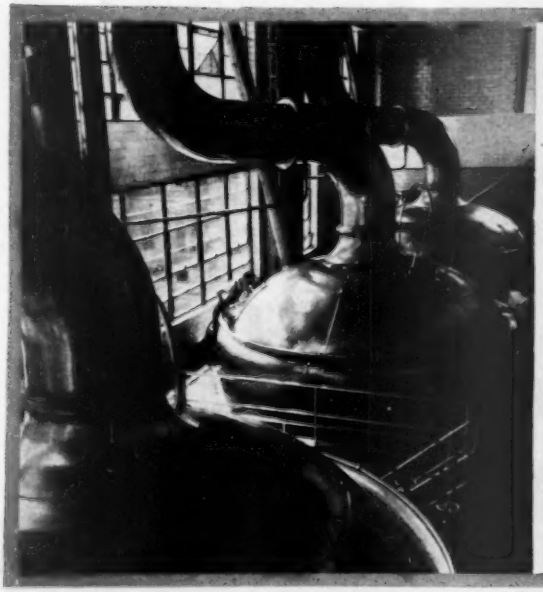


ROUTE OF THE EAGLES



Three rivers cut Milwaukee, provide sites for its industry, but snarl its traffic.

Milwaukee: More Than Beer Makes



Breweries are huge, but small potatoes . . .



. . . compared with city's heavy industry . . .



Merchants use conservative city to test new lines.

t Famous

(Story continues on page 104)



. . . backed by innumerable small metalworking shops.



RAIL LINKS to all major roads plus . . .



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Old-line skilled workers built up city's industry, while . . .



. . . Apprentice system keeps labor supply flowing amply.



transportation facilities, recreation—and icy winter winds



FUN IN MILWAUKEE. Tourists love old German restaurants, and High Life beer hall (left)—also night clubs. Natives have their own haunts, like the exclusive Wisconsin Club (lower right).

A City of Skilled Workers

(Story begins on page 102)

"Milwaukee? Sure, that's were they make the beer."

That about sums up all that a lot of people—including businessmen who ought to know better—can tell you about Wisconsin's largest city.

There's no question that Milwaukee is the place where they make the beer—more beer than any other city in the U. S., probably in the world. But beer is by no means the city's most important industry.

Actually, Milwaukee is very strongly a heavy-industry town, turning out machinery, transportation equipment, primary metals, and fabricated metal products. The city has a tremendous concentration of feeder and supplier



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INDIANA: SOUTH BEND 14
Materials Handling Equipment Corp.
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Big River Equipment Company, Inc.
IOWA: DES MOINES
Big River Equipment Company, Inc.
KENTUCKY: LOUISVILLE 7
W. A. Marschke & Sons, Inc.
LOUISIANA: NEW ORLEANS
Industrial Truck & Caster Co., Inc.
MAINE: PORTLAND
Brodie Industrial Trucks, Inc.
MANITOBA: WINNIPEG
J. H. Ryder Machinery Co., Ltd.
MARYLAND: BALTIMORE 6
Fallsway Spring & Equipment Co.
MASSACHUSETTS: BOSTON (Malden 48)
Brodie Industrial Trucks, Inc.
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Material Handling Sales Corp.
MICHIGAN: GRAND RAPIDS
Material Handling Sales Corp.
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Bond Industrial Equip. Sales Co., Inc.
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INDUSTRIAL TRUCK DIVISION
CLARK EQUIPMENT COMPANY
BATTLE CREEK, MICHIGAN

". . . the same basic factor turned Milwaukee to heavy industry and to brewing . . ."

MILWAUKEE starts on p. 102

industries in the metalworking field. Says one machinery executive: "We have a self-contained economy of metalworking specialties. No matter what you want, you can find small shops that specialize in exactly that type of job."

• **Immigrants**—The same basic factor turned Milwaukee to heavy industry and to brewing. In the last half of the 19th Century, the city had two big waves of immigration—first from Germany, then from Poland.

In the first wave were a few master brewers; these sowed the seeds of the brewing industry. In both groups, though, highly skilled mechanics and machinists were vastly more numerous than the brewers. These men turned naturally to the work they knew best, setting up small machine shops and metalworking plants.

• **Snowballing**—Some of these shops grew into the big industries of today. Moreover, the mere existence of the shops, plus the high skills of the labor force, attracted new metalworking and metal-using industries to the area. Because industry tends to follow industry, Milwaukee's growth was well started.

Statistics tell the story. According to the 1947 Census of Manufactures, two-thirds of Milwaukee's factory employees—115,856 out of 177,202—are in heavy industry. Only 7,130 work for breweries; that's fewer than several individual heavy-industry companies.

You can't wander around Milwaukee without getting the picture of diversification. One after another (pictures, page 103) you pass small plants, one or two stories, specializing in die-casting, stamping, heat-treating, pattern making, grinding, or what have you. The larger companies can call on them for special jobs, or to handle overflow work.

• **Plenty of Skills**—The city's supply of highly skilled labor is as great as the supply of shops. A recent estimate of the labor force showed 68,000 skilled workers, 101,600 semiskilled, only 26,200 unskilled.

None of the original immigrant artisans is alive any more. But their sons and their sons' sons followed in their footsteps, many of them learning in family plants.

• **Apprentices**—The supply of young men trained today in family plants would, of course, fall far short of the total requirements. But the tradition is still there, and the incentive to skill is increasing as Milwaukee grows. The need is being met, first, through the city's two technical high schools, and,



Life Saver for Small Fry



*Another example of how Carpenter *Application Engineering Service is working for industry*

You know how youngsters are on a trip—they love to be near the window to make sure they see everything whizzing by. But that can be dangerous . . . a door can fly open, a tragedy can strike. That's why this safety door lock was invented. Quickly attached, it keeps children in . . . enables them to enjoy the trip, safe and secure. To open the door, the driver simply pulls a release knob. But the production problem wasn't as simple as that.

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Then Carpenter was called in and Application Engineering Service went to work. Results: They used Stainless No. 6 (Type 430), a bright, high-strength, easy-working Stainless produced by Carpenter for just such jobs. No. 6 met all the requirements . . . and made the lock a real sales winner.

Here is another example of how Carpenter A.E.S. is working with industry to unearth new ways to make products more functional, more salesworthy, more economical to produce. You can count on this Carpenter service to help bring these advantages to your plant, too. It goes to work as soon as you get in touch with your Carpenter Mill-Branch Warehouse or Distributor. THE CARPENTER STEEL CO., 140 W. Bern St., Reading, Pa.

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PERFECT *Oil Seals*
C/R seals are used in more motor vehicles, farm implements and industrial machines than any other shaft-type sealing device.

". . . its freight rates from the East are the same as Chicago's . . ."

MILWAUKEE starts on p. 102

second, through a very active apprenticeship program.

Employers who need skilled workers are depending increasingly on apprenticeship. The apprentice signs an indenture-type contract, under the supervision of the Wisconsin Industrial Commission. Term of the contract is usually five years. During the first 50 to 90 weeks (depending on the trade), the apprentice spends one full day a week at the Milwaukee Vocational School.

I. Geography is Kind

Skill is by no means the only advantage that Milwaukee offers to industry. It has, in Lake Michigan, an unlimited supply of fresh water.

Transportation facilities are quite good. For one thing, the city has an excellent deepwater port, not only for Great Lakes trade, but for some ocean-going vessels as well.

Milwaukee is served by three railroads. Even more important, it is only 90 mi. from Chicago, the railroad hub of the country. That's an advantage, in that it puts Milwaukee within reach of most major railroads. (And its freight rates from the East are the same as Chicago's.) It's also a disadvantage, in that both freight and passengers from the South and East must come via Chicago. There are no through passenger trains. Freight often gets held up, even temporarily lost, in the Chicago yards.

As air transport grows in importance, this disadvantage will diminish; Milwaukee is served by seven airlines (including one local-service line and one all-freight line). On at least two (Northwest and Capital) it's right on the through East-West route. But even with the railroad problem, most Milwaukee businessmen feel, the advantages of being near Chicago far outweigh the disadvantages.

• **No Inferiority**—This is typical of the way Milwaukeeans feel about their big neighbor—when they think about it at all. There is an unusual lack of self-consciousness, of inferiority feelings, in Milwaukee's attitude toward Chicago. Some Milwaukee businessmen will tell you that they are able to take advantage of Chicago's big warehouse stocks of raw materials, or of its chemical, engineering, and other technical services. Theatergoers and music lovers will explain to you that the reason Milwaukee doesn't have more theaters, symphony



Snowed Under

Winterbottom (almost shown here) has hard sledding these days. Like many executives, he's caught in a storm of red tape, figure work and record-keeping. Don't let this happen to you – the new Comptometers in the hands of Comptometer operators can thaw out your office figure-work jams. Save you time and money, too.

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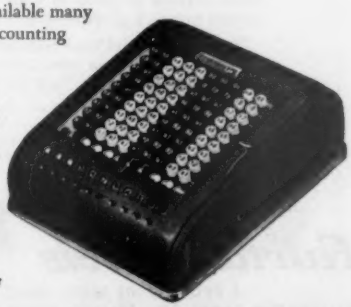
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• World-famous Sheaffer "TM" pens, pencils and desk sets are made in this new $3,500,000 plant of W. A. Sheaffer Pen Company at Fort Madison, Iowa.

The big, modern, efficient washrooms in this new plant are used by more than 1700 employees. At rush hours these big washrooms have heavy traffic . . . *a prime consideration in choosing cotton towels was the ability of continuous cotton towel service to speed the flow of traffic.* More important, was the desire of Sheaffer management that their employees enjoy the greater comfort afforded by soft, absorbent cotton towels.

Whatever your towel problem . . . whether you operate a factory, institution or office . . . you can be sure cotton towels will . . .

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- *keep washrooms cleaner and tidier*
- *increase cleanliness and sanitation among your employees*

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". . . the city has a very low crime rate, and is practically graft-free . . ."

MILWAUKEE starts on p. 102

concerts, and operas of its own is that it's so easy to run down to Chicago.

About the only businessmen to whom Chicago is anything of an obstacle are the wholesale distributors. Milwaukee is the distribution center for the eastern two-thirds of Wisconsin, plus all of Michigan's Northern Peninsula. The closeness of Chicago rules out any chance that Milwaukee distributors could ever expand their territories southward. Milwaukee wholesalers with nonexclusive franchises often run into pretty severe price competition in their own territories from the largest Chicago distributors.

II. The Civic Picture

A point of pride for all Milwaukeeans—and a point of cash advantage for businessmen—is the fact that the city has a very low crime rate, and is practically graft-free. Chief John W. Polcyn, of the Milwaukee Police Dept., lays that record basically to a state law passed almost 70 years ago that took city police departments out of politics. A city police chief in Wisconsin is not appointed by the major; he is named by a revolving board of fire and police commissioners. The chief himself names his top officers. Neither the chief nor any of the top police officers down to the rank of lieutenant can be removed except for cause provable in court.

This effectively eliminates politics from law enforcement. The top police officers know they are safe in their jobs (Polcyn is only the fourth chief in Milwaukee since 1886); the rank and file know they aren't liable to demotion or censure for arresting the wrong man or raiding the wrong premises.

• **Pay As You Go**—Along with being crime-free and graft-free, Milwaukee is practically debt-free. This, however, is not an unmixed blessing. The debt-free policy started with nominally Socialist Mayor Dan Hoan, who was the city's chief executive from 1916 to 1940. Hoan's policy was not only to live within the city's income, but to pay off existing debt. Even after his defeat in 1940, the habit was so ingrained in city life that the new administration followed it as a matter of course. From nearly $50-million at the depth of the depression, the city's bonded debt was cut to only $5-million at the beginning of 1948.

• **Lagging**—The city showed the effects. All public maintenance, all new con-

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". . . still on a 'pay-as-you-go and modest debt' policy . . ."

MILWAUKEE starts on p. 102

struction, were trimmed to fit the policy. The result: inadequate streets, parking facilities, library, museum, air-terminal facilities, and on and on.

In the early 1940s a few Milwaukee businessmen started a campaign to overturn pay-as-you-go, at least in part. In 1948 they finally got six bond issues on the ballot. Four of them, totaling $13-million, passed—for off-street parking, redevelopment of slum areas, a veterans' housing project, and a start on an expressway system (BW—Apr.24'48, p36).

The businessmen's group, known as the Greater Milwaukee Committee, still functions actively, as a sort of civic conscience. It wants a new museum, a new library, a new zoo, a civic center, "real traffic relief." But no one could be elected to office in Milwaukee on an all-out borrowing platform. The City Comptroller says the city is still on a "pay-as-you-go and modest debt" policy. Under state law, the city's debt limit is $107-million; debt outstanding is only $21.5-million.

• **Transportation**—The effect of economy shows up worst in the traffic and parking picture. Milwaukee has a network of trolley, trolley-bus, and bus routes, but no rapid transit. That means a lot of people drive to work, and downtown to shop. Downtown parking is metered, but there is still a serious shortage of parking space.

• **Crisscrossing**—The city's traffic problem is somewhat specialized. It has no one industrial center, but rather several concentrations of industry—to the South, the West, and the North. The residential areas are similarly spread out. So there's a lot of cross-traffic, of workers from the South Side going to work in North and West Side plants, and so on. Many of them have to go right through downtown. In addition, Milwaukee is cut by three rivers, so it's practically impossible to go anywhere without crossing at least one drawbridge or viaduct.

The city's crying need is for adequate expressways. A start is being made, but the money provided in the 1948 referendum is only a minute fraction of the need.

• **Fringe Troubles**—Another major problem is decentralization. People and industries are drifting to the suburbs. In 1940 the city had 76.6% of the people in the county; by 1950 the figure had dropped to 73.2%. Lack of available space in the city has forced new industrial expansion outside city

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34 YEARS OF CONSULTING SERVICE FOR MANAGEMENT

". . . even when it changes from conservatism, it changes conservatively . . ."

MILWAUKEE starts on p. 102

limits. This means a big increase in the demand for city services, without a corresponding increase in taxpayers to pay for them.

The city would like to annex surrounding unincorporated areas. Like many other cities in a similar fix (BW—Oct.11'52,p186), it is running into adamant opposition from the residents of those areas.

Milwaukee is historically a big convention city. Last year the Convention Bureau reports, 329 conventions brought the city $7.4-million; this year the figures are expected to be 312 and $9-million. Originally, probably one of the city's major convention attractions was its German heritage—beer gardens, old German restaurants, and so on. For the average convention visitor, it's still there.

But in the daily life of the city, it's gradually dying out. The older generation may still listen to foreign-language broadcasts, but the younger generation is pretty much like its brothers and sisters anywhere else in the United States.

• **Averageness**—This trend toward averageness is apparent in the city's buying habits. In men's clothes, for instance, Milwaukee used to be known as a "heavy-fabric" town; the men preferred the heavy, napped woolens to the lighter-weight, smooth worsteds. Not any more.

Or take women's clothes. Ten years ago new styles were very slow to catch on in Milwaukee. Today Milwaukee women still won't go to extremes, but most new styles seem to catch on quickly. The same is true of furniture. Milwaukee used to be an "overstuffed" city. Today the trend is definitely toward modern—but not toward the ultramodern.

That, again, is typical of Milwaukee. Even when it changes from conservatism, it changes conservatively. Basically, Milwaukee is still a "show me" city.

In electrical appliances, Milwaukee's saturation level on such old-line items as electric refrigerators is equal to or above the national average. On the newer appliances, such as dishwashers or fully automatic washing machines, Milwaukee is definitely lower. A great many consumer-goods manufacturers consider Milwaukee one of their best test cities. "If even Milwaukee housewives like it," one of them says, "we're pretty sure it will go over in the rest of the country."



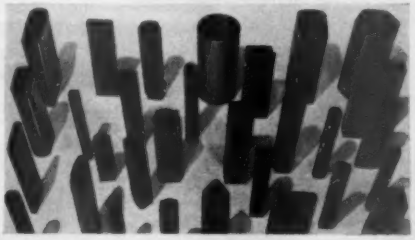
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SOUTH SEA PARADISE Canton Island's local industry used to be concentrated on beachcombing—until opportunity flew in on the wings of a plane, and native talent was translated into a fish industry.



FILLETING Local fisherman decapitates fish, then inserts a blade between outer skin and meat proper.



PACKING Fillets are chilled, packed in insulated paper-lined cardboard cartons, then loaded onto plane.



THE CATCH Native methods are primitive but effective. One way is to scare the fish inshore, surround them with nets (above). Another method is to ply the mullet with crabmeat, then hook the crab-happy fish.

Airline Angels a Fish Business

Until three years ago, Canton Island was just a speck on the map, about 1,915 mi. southwest of Hawaii. It's only claim to excitement was that Pan American World Airways' planes sometimes stopped there enroute from Hawaii to Australia. Today the natives are so deep in a new industry that they haven't time to watch planes take off.

The industry was the brainchild of PAWA passenger Jim Francis, a fisheries researcher from Honolulu. Francis' idea: Why not tuck some of Canton's plentiful fish into the ample holds of the passing PAWA Stratocruisers, and try to tap the market for fish in Hawaii.

PAWA bought the idea, made experimental shipments with thermograph runs, and finally set a 15¢ per lb. rate for carrying the fish. The business now adds about $30,000 a year to PAWA coffers, and has given Canton a new interest and income.

Francis himself and another islander got into the business, formed Marine Products Co. Later they sold out to Medeiros, Izumi & Chee. This company, along with British-owned Phoenix Island Fisheries, shipped 95,000 lb.—mostly mullet—to Honolulu via PAWA's thrice-weekly flights in the first half of 1952.

The mullet are netted on Canton's reefs one afternoon, chilled in reefer boxes to a few degrees above freezing, packed in insulated paper-lined cardboard cartons, and loaded onto a clipper for the nine-hour flight. At Hawaii, U. S. Public Health inspectors spot-check the shipment (usually a ton or more), then clear the fish for auction to Hawaii dealers. Within 24 hours of the time they were caught at Canton, many of the fish are on Honolulu dinner tables.

The native fishermen use the primitive but effective methods of the Polynesians, who came to Canton from the Gilbert and Ellice Islands.



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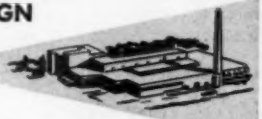
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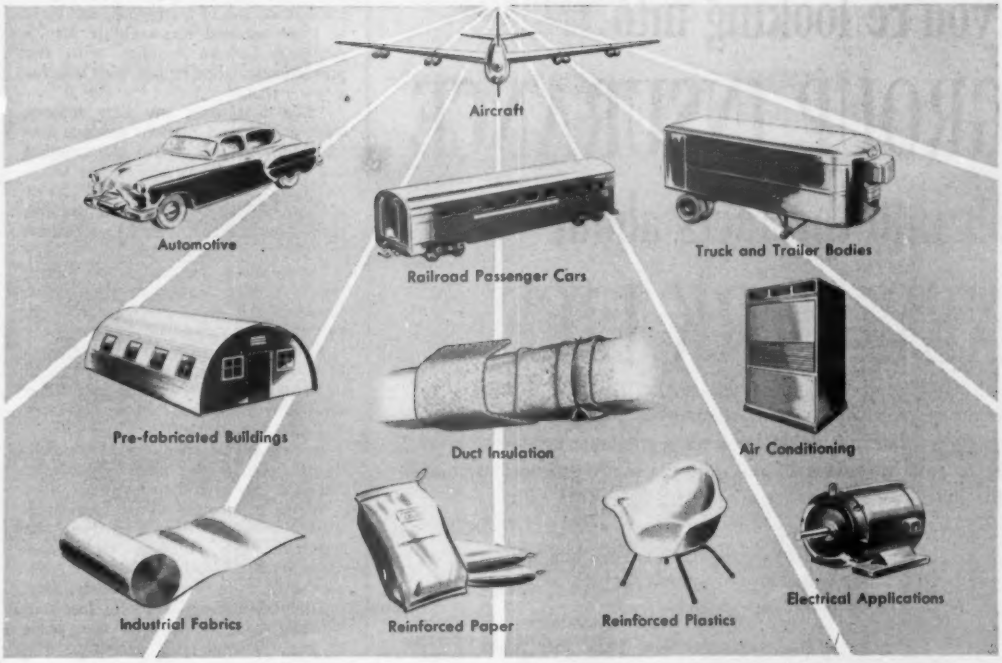
Furniture in the Cotton Field

The mass migration of Southern Negroes to northern industrial centers during and after World War II left many a Mississippi cotton grower with no one to work his fields.

The big plantations got around the problem by switching to mechanical cultivators, flame throwers to thwart weed, plane dusters for insect control, and mechanical pickers. Few of the smaller operators, however, had the capital to mechanize. They had to find another way to fend off the sheriff.

Some of them settled for crops requiring fewer hands—cattle, soybeans, rice, and truck crops. But one dichard, Harry Howze, decided to stick with cotton—and ended up with a prosperous furniture factory.

• **Imported Labor**—Howze took over a 1,500-acre plantation at Sledge (pop., 500) in 1942. Shortly after, his Negro tenants began to drift north. By 1948 the farm labor situation was so acute that Howze and his neighbors went into a huddle to see what could be



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done. Howze decided to follow the example of one of his friends, and early in 1949 assumed responsibility for 25 displaced Latvian families, with the provision that they remain with him for a year's trial.

"The first year, my new tenants worked long and hard to produce cotton," says Howze. "But the broiling sun and heavy work proved too much for people not acclimated to it." Most of them were discouraged after the first year. Howze sensed their restlessness and set about to remedy it.

• **Hobby Shop**—He had noted during their first year that many showed exceptional skill in woodworking, in repairing machinery, and in designing novelty furniture. So Howze set up a hobby woodworking shop in the back of his commissary—more to give them something to do between seasons than for any other reason.

At first Howze encouraged his neighbors to give their repair work to the Latvians. He agreed to let them make whatever profit they could from such work. Soon he discovered that the Latvians were excellent craftsmen—many of them had served 20-year apprenticeships in their old country. One of them, 70-year-old Adolfs Jacobson Povosils, had operated his own plant to make custom-built furniture. His son Charles also showed promise—and in addition he spoke English reasonably well.

Before long, the odd jobs had developed into orders for store and bank fixtures and novelty furniture. Howze realizing that, like it or not, he was in the furniture business, organized the Latavia Mfg. Co.

About that time Howze became interested in a survey of the National School Service pointing out the need for 600,000 desks for school classrooms during the next five years. He and his Latvian confederates launched into the manufacture of desks—using the plentiful supply of oak growing in Mississippi and nearby Tennessee. Defense orders stepped up production and called for more space. That was when the backroom shop burst its buttons and the hobby shop took over a large quonset hut on a 40-acre site at the edge of the town.

Today the plant employs 30 workers, with Charles Povosils in charge. The firm's annual payroll runs about $200,000. Latavia has no office or sales staff. Howze works through manufacturers' representatives and wholesale outlets, and by direct mail. The Latvians are riding the wave—they all have new cars, have built their own church of Lutheran faith, making the pews at the Sledge plant, of course.

As for Howze's original plantation problem, he settled for soybeans, which require little labor.

What it takes to make steam behave *at 1450 psi and 1000° F!*



MAIN STEAM PIPING INSTALLED AT SALEM HARBOR STATION OF NEW ENGLAND POWER COMPANY

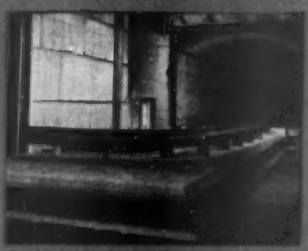
Manufacture of this main steam piping began at Pennsylvania Forge Corporation as 20-ton alloy-steel ingots (2½% chrome, 1% moly steel). Four days' forging changed the ingots into solid bars 30 ft. long, with outside diameter of 15½ in. Boring, turning, sizing and finishing followed.



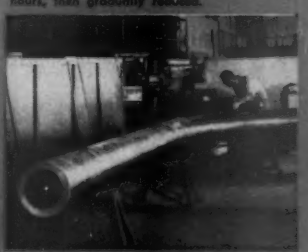
Bending furnace raises pipe temperature to 2000°F in 3 hours, 40 minutes. Thermocouples and pyrometer measure pipe temperature.



Skilled team completes bend in six minutes. Inside surface temperature dropped about 100°F.



Bend being loaded into furnace for stress relieving. Heat maintained at 1425°F for 4½ hours, then gradually reduced.



Ultrasonic inspection of wall after cleaning of pipe shows maximum thinning in bend of

Fabrication of the main steam line for the Salem Harbor Station of the New England Power Company, vital link in more than 52 miles of piping fabricated by Grinnell, is an example of the *many* skills required of Grinnell piping specialists. Grinnell chemists, metallurgists, physicists and radiologists . . . *all* played a part in the bending, welding and testing operations.

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ENTERTAINMENT







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BOARD OF DIRECTORS mulls over ways of cutting the symphony's perennial deficit.



STAFF MANAGER George Judd is on good terms with union committee (above), which has never threatened a strike.

What Makes a Symphony Go

(Story continues on page 124)

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AUDIENCE listens from balcony of Symphony Hall, considered tops acoustically.

How They Stay i

This week the Boston Symphony Orchestra was tuned up to give a special concert for an audience of about 200 businessmen. Purpose: to get industry interested in supporting the orchestra. Then someone remembered the election, and the Red Feather Drive now on in Boston, and BSO decided to postpone—probably until December.

The snafu is symptomatic of the sort of troubles the orchestra is having in its efforts to raise funds to keep its budget balanced. Right now the group is coping with a 1951-52 operating deficit of $248,556.

But red ink is not unusual in the symphony-orchestra business—where the primary aim is to make good music, not money. Every one of the 25 largest orchestras in the country ended the season last year with an operating deficit that had to be made up by contribution or subsidy. Some ran more than $400,000 in the red.

I. In the Lead

Actually, the Boston Symphony came out well ahead of most of the others. In the 1951-52 season it had a total earned income of $1,312,641, compared with earnings of $981,542 for the Philadelphia Symphony Orchestra and $710,751 for the New York Philharmonic—BSO's two closest competitors.

This season it will give more concerts over a wider geographic area than



...y in Business

any other symphony orchestra in the country. In 47 weeks it will play more than 150 concerts before "live" audiences totaling well over 1-million people. This year, for the first time, the BSO will tour the Far West, with stands in such cities as Dallas, Denver, San Francisco. It will also go to Montreal, Canada. Then it will wind up the season with concerts at Tanglewood, the orchestra's scenic summer headquarters in the Berkshires.

Meanwhile, the Boston "Pops," a middle-brow offshoot of the orchestra, led by Arthur Fiedler, will be playing about 150 concerts of waltzes, polkas, and symphonic adaptations of juke-box tunes to audiences in Symphony Hall, outdoors on Boston's Esplanade, and to out-of-towners on a 10-week tour.

In addition, Boston Symphony music will reach far more than 1-million people this year through the recordings the orchestra makes for RCA-Victor and through its FM broadcasts.

• **Good Music**—To a symphony orchestra, however, the measure of success is more the quality than the quantity of music produced. Quality is a lot harder to assess, but many people consider BSO the outstanding orchestra in the United States, if not the entire world.

There's evidence that it's good in the fact that the orchestra is already sold out for every one of its 103 regular concerts this fall and winter—an accomplishment that's the envy of all other symphony orchestras. Even more in-

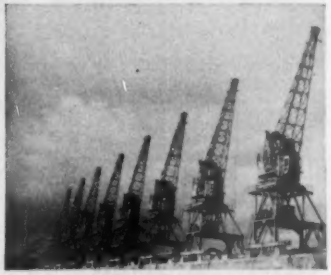


CELLIST rests up behind the scenes, studies score while waiting for his next stint.

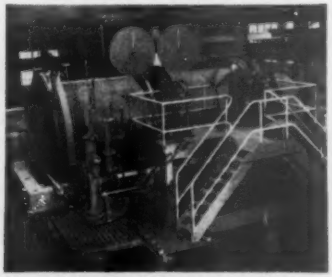
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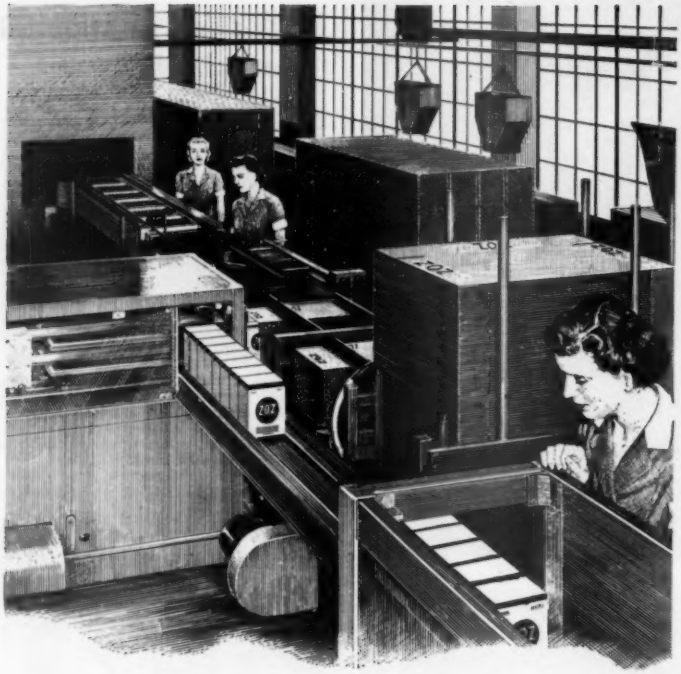
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". . . pick one good conductor and stick with him . . ."

SYMPHONY starts on p. 122

dicative is the widespread acclaim the BSO received from highly critical European audiences during its tour last spring.

II. How It Keeps Harmony

The orchestra was founded in 1881 by Henry Lee Higginson, Boston banker. Higginson used to make up out of his pocket the deficit his 60-piece orchestra consistently ran up. In 1918 he set up BSO as a nonprofit corporation, governed by a board of 15 trustees.

• **Policies**—From the beginning, it has been BSO policy to pick one good conductor and stick with him. Charles Munch, present conductor, succeeded the illustrious Serge Koussevitsky, who led the orchestra for twenty years. The trustees leave the musical management of the orchestra strictly in the hands of the conductor.

"This is vital to the success of the orchestra," says Henry B. Cabot, president of the present board. "None of us are musicians. If left to us, we'd probably have the orchestra playing only Bach, Beethoven, and Mozart—just what the little old ladies want, but not what we need if we're going to stay alive."

The trustees' job, primarily, is to manage the finances, but they also make policy decisions on nonmusical matters. The present board is made up of people with a wide variety of backgrounds, who meet once a month. They get no fee for their services.

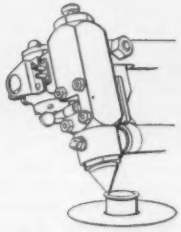
• **Indispensable Man**—Directly under the board is the executive officer of the orchestra, its manager, George E. Judd. Judd is the one who arranges bookings, negotiates recording contracts, supervises program printing. He needs all his considerable experience and imagination, as well as a group of assistants, to tackle such jobs as handling fund-raising, orchestra transportation, salary negotiations, and publicity.

• **Labor Harmony**—The orchestra is now made up of 103 men and two women. All, including Munch, are members of the Boston Musicians Assn., Local 9 of the AFL. Labor-management relations in the Boston Symphony might be the envy of any business. There has been no strike or threat of strike since the union was organized in 1942.

BSO has, in fact, what amounts to an independent union. Unlike any other orchestra, the terms of BSO's union contract are not governed by terms prevailing in the city. The or-

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chestra is free to do its own bargaining—as long as its salary level and benefits equal or exceed the prevailing level in Boston, which they always have. "It's a family affair," says Pasquale Cardillo, E-flat clarinetist and president of this year's negotiations committee. "All of us, management and musicians, want the same thing—to make the best music."

• **Happy Family**—Morale is high in the orchestra, first of all, because it does make good music. Morale is high also because the working conditions at BSO are among the best in the industry. The salary level is one of the highest. The base rate is $5,500 a year; most earn between $6,000 and $7,500 a year, and the principals make up to $10,000. It's high because the season is the longest of any symphony orchestra in the U.S., and steady employment is a rare and important asset to musicians.

There's security, too, in an enlightened pension plan. BSO started payments to pensioners as early as 1903. Since 1942, the orchestra has had a contributory plan (trustees and musicians share the load 50-50) with a payment pegged to half the current base pay of the orchestra. This is aimed to keep pension payments in line with the cost of living. Retirement age is usually 65, but may vary. The "winds" usually retire somewhat earlier than the "strings."

• **Full Week**—During the 30-week fall and winter season, the orchestra plays 103 concerts for which it rehearses 106 times. If it is required to meet more than 215 times during the season, members are paid for the extra time—pro rata on salary.

The average work week is 17½ hours. That seems short, but most instrumentalists must put in at least as much time in practice on their own. In spite of this, most of BSO's musicians manage to pick up extra income by outside work.

• **The Hall**—Like many U.S. symphony orchestras, BSO owns its own hall, a large, red-brick, colonnaded building on the outer edge of Boston's once-fashionable Back Bay. The medium-size concert hall is considered one of the most acoustically perfect in the world.

III. Discordant Note

BSO gets some income from rental of the concert hall during off-seasons or between concerts. But the rentals don't come close to covering maintenance expenses. They don't even cover the city tax bill on the property.

• **One Chance**—Even full relief from taxes, however, would hardly begin to wipe out the orchestra's operating deficit of about $200,000 a year. Judd

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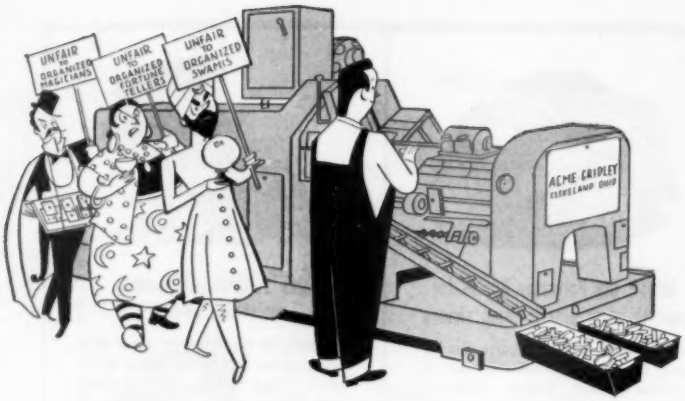
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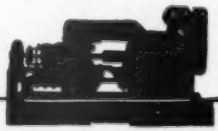
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thinks the only thing that could do that would be somehow to expand the seating capacity of the concert hall by some 700 or 800 seats—without hurting acoustical quality. At present, that's an unlikely possibility.

Other avenues to increased revenue appear to be blocked. Ticket prices are about as high as they can go without killing the market, or limiting the luxury to the privileged few. Last year ticket sales made up $1,115,647 of the orchestra's total earned income of $1,312,641. The remainder came from record royalties ($145,026), broadcasting ($10,277), and tuition of BSO's Tanglewood music school ($41,691). None of these sources shows signs of increasing appreciably.

• **What to Do?**—So BSO, along with the other symphonies, is stuck with the prospect of running a sizable annual operating deficit, and with the increasingly severe problem of how to make up that deficit.

Subsidy—either federal, state, or municipal—is the easy out. Most European orchestras have already succumbed to it, as have 13 U.S. orchestras. The Boston Symphony is strongly against government subsidy on principle. It feels it would inevitably stifle the creativity of the art.

The alternative is to raise money through voluntary contributions from individuals or corporations. BSO thinks it has drawn on the goodwill of individuals to nearly the limit. Last year it raised $95,766 from groups of friends of the symphony. It made up most of the remainder of the deficit from income on endowment, donations at the Esplanade concerts, and contributions made by ticket purchasers in lieu of the 20% entertainment tax the government removed from symphony orchestras last year. All these still left BSO with a $48,050 deficit to be carried on the books until next year.

• **Industry's Stake**—The last remaining source of untapped funds is industry. BSO's trustees are now planning a campaign to sell corporation executives in the area on the idea of giving regular financial support to the orchestra. Their pitch will be keyed to the theme that corporations want their communities to be as attractive as possible—culturally as well as economically. In part, the Boston Symphony was encouraged to draw on industry's support by the extraordinary success the Detroit Symphony Orchestra has had along this line (BW—May19'51,p28).

"The hardest thing," says BSO's manager Judd, "will be to get businessmen to understand that in helping to finance our deficit they're not just bailing us out; they're making an investment in the culture of their community—an investment that will give them a real return."



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Third Dimension: New Bait

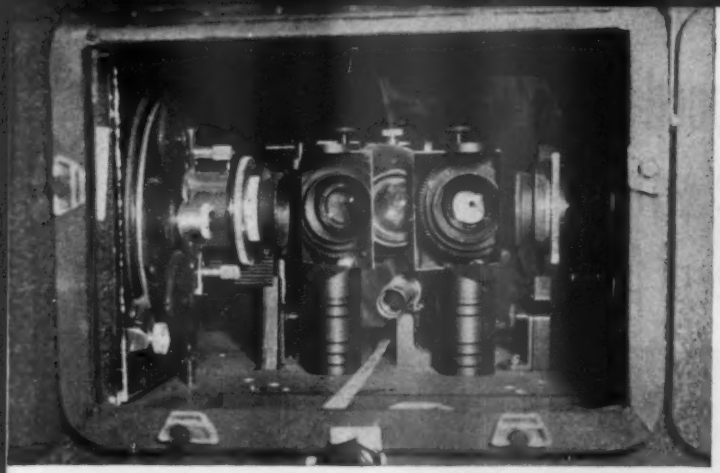
If you're willing to stand in line at the Broadway Theatre in New York, you can get seats for Cinerama, the movie with depth perception in both sight and sound. But the seats you get may be for weeks ahead, or even months.

All 1,300 seats in the Broadway Theatre are reserved, at prices ranging from 90¢ bottom for a weekday matinee to a $2.80 top for an evening show. Cinerama is shown twice daily Monday through Friday, three times each on Saturday and Sunday, plus a Saturday midnight show.

The theater's relatively small capacity holds Cinerama's gross down to about $45,000 a week. That's not in the same class as New York's biggest film houses. But the fact remains that Cinerama is a sell-out.

And whether it's Cinerama or something else, some form of depth perception looks like the next big development in the movie trade.

• **Answer to TV?**—Of the three most discussed ways to bring patrons back to the movie houses, the first is a means of capitalizing on TV and the other two are counterattractions to TV:



NATURAL VISION puts polarized spectacles on the audience. Each eye sees a slightly different image, just as eyes in everyday life.



CROSSED EYES of two cameras in Natural Vision are aimed at mirrors (center), which reflect a scene into the two lenses, onto two films.

for Movie Box Offices

• Closed-circuit television projected on theater screens.

• Three-dimensional movies.

• More conventional films in color instead of black and white.

Film makers are all for depending on the appeal of standard color movies. At least until color TV goes into action, color films have the advantage over home TV in black and white, the Hollywood crowd feels. The producers aren't much excited about theater TV, which they think will fall in their domain automatically. And they are cool to three-dimensional film.

Pressure for three-dimensional features comes from distributors and exhibitors—they're in the foxholes when TV makes its push. It's the same group that's most excited about theater TV; the take from closed-circuit televising of boxing bouts looks sweet to the theater operators.

• **Eidophor**—A notable exception to the "wait and see" attitude among producers is Spyros P. Skouras, president of Twentieth Century-Fox Film Corp. Skouras owns Eidophor, a Swiss-invented method of projecting color TV on theater screens. It has been adapted



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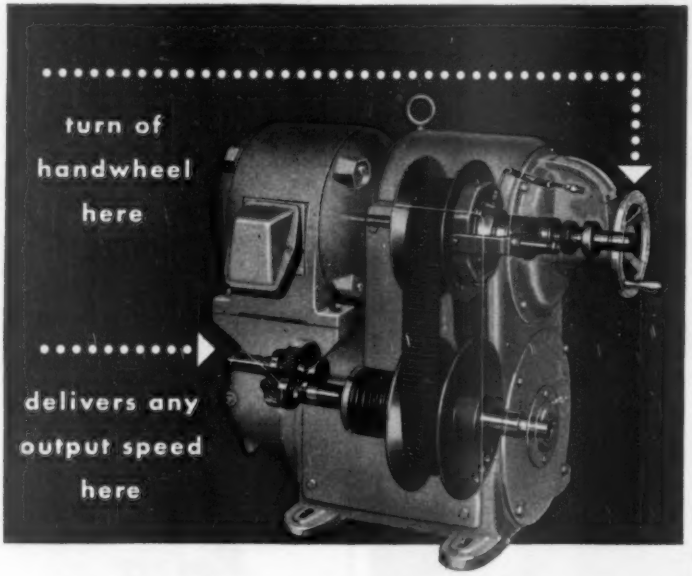
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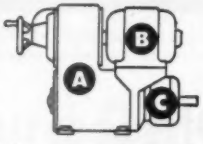
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for *accurate* speed control

". . . anything to drag the televiewer out of his easy chair at home . . ."

THIRD DIMENSION starts on p. 132

for use with Columbia Broadcasting System's color video.

Skouras is working on an idea to telecast a package of color movies and live TV over a closed circuit that could include dozens or even hundreds of theaters. In the package would be drama, sports, public events, music—everything to drag the televiewer out of his easy chair at home.

• **Doubts and Hopes**—Rather than adopt three-dimension, Hollywood prefers to push time-tested improvements along conventional lines: more color, fewer and better pictures, new faces, new figures.

Dore Schary, production chief at MGM, comments: "Cinerama is mechanically years away from practical use. It's wonderfully effective for big scenes, but it violates the truth of intimacy on which movie story-telling relies."

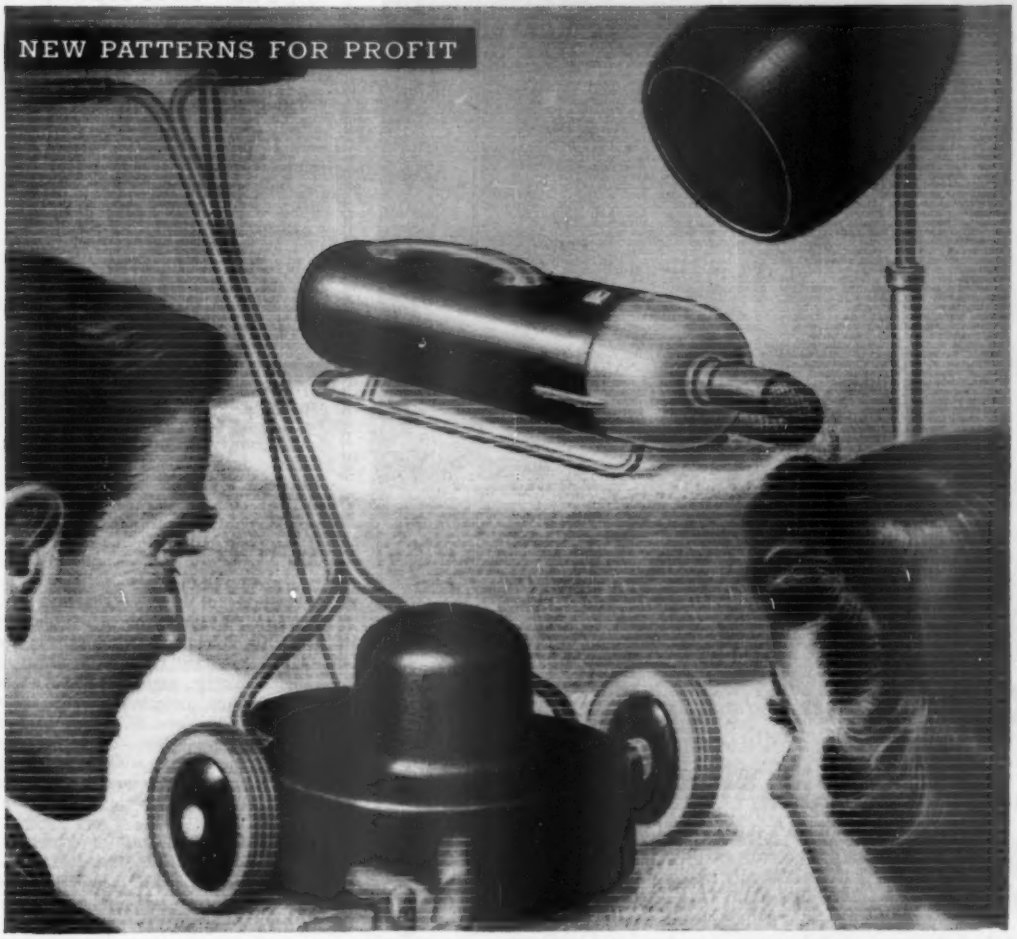
Yet Louis B. Mayer, who put the final "M" in MGM is the principal stockholder in Cinerama's involved financial setup (page 171). And there's testimony in the trade, denied by MGM, that MGM was interested in another depth-perception process, Natural Vision, two years ago. Stereo backers are confident that the big studios will fall in line whenever the pressure on orthodox film-making gets heavy enough.

Taking a slightly different tack from that of Cinerama, Arch Oboler, an independent producer, has turned out a full-length feature in color and three dimensions. Titled Bwana Devil, it will get a Thanksgiving Day premier in Hollywood, then tour the country. In some cities, its showings will be tied in with lobby exhibits of stereo still equipment by David White Co. of Milwaukee, makers of the Stereo-Realist camera (BW—Jul.12'52,p72).

Oboler produced his picture under license by Natural Vision Corp. of Los Angeles. He likens the innovation to the coming of talkies and predicts that within two years 40% of all films will be three-dimensional. That's further than even the developers of the system will go, but it helps to show the wide gap in Hollywood viewpoints.

• **Three Systems**—At least three companies in the U.S. are working toward movies with depth perception. This is how their systems stack up:

Cinerama requires a special screen, but the audience doesn't have to wear special glasses. It uses three lenses on one camera to make three separate films: The center lens points straight ahead, and the other two cross their



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". . . how three-depth perception movie processes stack up . . ."

THIRD DIMENSION starts on p. 132

eyes. In projection, three separate projectors reverse this arrangement to give the audience a huge (51 ft. wide, 25 ft. high) curving image. Sound also has a stereo effect: It's picked up on location by five microphones onstage, one or two others offstage, and it is poured into the audience at the theater by an equal number of speakers.

Cinerama isn't stereo photography, strictly speaking; it merely gives the illusion of a third dimension. Its makers say they put the movie audience in an environment that creates the effect of recognizing depth and perspective, just as a person with only one eye is able to have depth perception.

Images projected by the Cinerama method are not superimposed as in true stereo. They overlap very slightly at two points. The curving screen gives each viewer nearly the whole area the human eye normally sees. The brain does the rest of the perception of depth.

Natural Vision is true stereo photography, in principle resembling the newly popular stereo still cameras. It uses two cameras (picture, page 133) to make two separate films, projects the image on a conventional screen by means of two interlocked projectors. Each projector lens is polarized in a different plane, and the audience (picture) has to wear Polaroid glasses to get the three-dimensional view.

Worcester Film Corp. of Worcester, Mass., has been successful with 16-mm. films for industrial and organization use and is working on a 35-mm. commercial process. Worcester's system uses two lenses in one camera, a conventional screen, and a standard projector with a beam-splitting attachment. As with Natural Vision, the audience has to wear special glasses.

• **Pluses**—For the audience, three-dimensional movies have the supreme advantage of looking real. You can see the roundness of a tree, you can gasp as a speedboat seems to leap out of the screen at you, you can appreciate perspective in scenic shots.

For the producer, there are advantages, too. For example, he doesn't have to worry about elaborate space lighting to give the illusion of depth—the depth illusion is built-in. And there's less necessity to shift camera angles for variety—that saves on set-up time.

For the exhibitor, there's only one advantage: It lures customers.

• **Minuses**—Even the enthusiasts for three-dimensional movies as they now

stand admit there are drawbacks, too. Both on the set and in the theater, equipment is bulkier, more complex, more expensive. Camera crews and projectionists must be capable of making delicate adjustments.

For the producer, the very novelty of three-dimensional films may seem like a drawback: He wants to avoid the by-now hackneyed trick of having a head-on shot of a speeding car to set the audience twittering, yet he wonders if the ordinary run-of-the-mill dramatic scene won't fall flat. In Cinerama's case, spectacular scenes come off fine, but critics wonder how a closeup of a star would look spread around 51 ft. of screen.

For the exhibitor, the drawbacks are variable. Natural Vision claims its system is readily adaptable to present theaters and equipment, at relatively little cost.

A theater operator might have to invest as much as $1,000 if he has to get a high-reflection screen, but such a screen is already standard in many movie houses as superior for two-dimensional movies. Otherwise he needs only a simple hookup to synchronize the two projectors.

Cinerama, on the other hand, runs into a real capital investment. The Broadway Theatre in New York had to be partly rebuilt; making space for extra equipment cut out approximately 400 seats.

Men in the trade estimate costs at $40,000 to $70,000 for projectors and screen for Cinerama. The screen (picture, page 132) is special-purpose, too; it won't work for two-dimensional films. Instead of being solid fabric, the screen is made of 1,100 vertical strips of perforated tape set like a Venetian blind on its side; this construction is necessary to keep reflections from one side of the curved screen from causing distortion elsewhere.

• **Prospects**—Developers of three-dimensional films will likely have to continue a while on their own steam. The big movie companies aren't sold yet on any of them. M. L. Gunzburg, president of National Vision Corp., concedes that the necessity for wearing Polaroid glasses may be regarded by the big producers as a drawback. But he says, and producer Oboler backs him up, that the audience forgets in 20 sec. that it's wearing glasses. (National Vision has the exclusive franchise for the Polaroid specs.)

Worcester Film executive Floyd A. Ramsdell is reconciled to a long wait before stereo movies are widely used in theaters.

But Ramsdell figures that the public, once having seen three-dimensional, will be eager to put up an extra dime for polarized glasses mounted in a cardboard frame.

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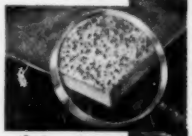
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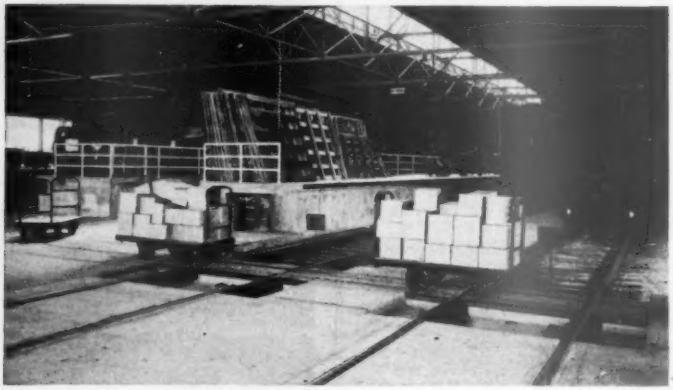
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LOCAL BUSINESS

Business by and large is a local affair, and local news takes a large place in every businessman's thinking.

Here, from a sampling of cities around the country, are some of the local events that made news last week.



To Speed Freight

CHICAGO—With much fanfare, the Santa Fe Railway last week opened its new less-than-carlot freight terminal (picture, above) on Chicago's west side. The new freight house is 1,325 ft. long by 204 ft. wide, and has six tracks, with space to handle 156 freight cars at a clip.

Freight is moved to and from the cars by a device called Towveyor, in which four-wheel trucks are attached to one of several underground chains by pins. With the chains underground, there's no need to bridge across the tracks or to disconnect the chain every time a freight car moves in or out of the building. The railroad says this installation is the first of its type; it was adapted from the standard Towveyor system by the Santa Fe's own engineering department in cooperation with Jervis H. Webb Co., builders of Towveyor.

Bucking the Line

COLUMBUS, OHIO—Ohio law gives public utilities the right of eminent domain for the construction of transmission lines. Last week the constitutionality of that law was attacked in two suits filed in county court here. At issue is the right of Ohio Power Co. to string a new 335,000-volt high tension line across the northern part of the county.

The men fighting the power line are the owners of several large estates, on whose land the company wants to erect 145-ft. towers to carry the line. In addition, the line would cross the site of a planned new city reservoir and Blendon Woods, the latest addition to the metropolitan park system. So the line is also openly opposed by the Regional Planning Commission, the County Commissioners, the Metropolitan Parks Board, and the Chamber of Commerce.

In the first legal round, last week, the court refused an immediate order to grant the company the right to survey land owned by Herman Engler, prominent Columbus securities dealer. The company had sought an order restraining Engler from interfering with its engineering crews. The other suit, also filed by the company, seeks to obtain 150-ft.-wide easements through the property of three other prominent Columbus businessmen.

The company says the line is scheduled to run diagonally across the state, from Pomeroy, on the Ohio River, to Lima, in the state's northwestern corner. The company is arguing that, since the line is part of the power supply for the new Pike County atomic-energy plant, (1) some details are secret, and (2) it's necessary for the line to be built along the planned route.

Civics and Profits

SEATTLE—No one expects a civic promotion to make money. So when one of them does, it's news.

Early in 1950, a group of local businessmen formed Greater Seattle, Inc. Its prime purpose was to help prepare for Seattle's centennial, observed this year; it became the central group co-

ordinating, and often sponsoring, various tourist attractions.

Last week the sponsors released the financial summary of three summers' operations. Over-all result: a surplus of receipts over expenditures of $21,255. Total receipts since the group was organized have come to something over $1.1-million—roughly one-third from contributions and memberships, two-thirds from income-producing events. Major activity has been the Seattle Seafair, held each of the past three summers. Major moneymaker has been the Aqua Follies, a show held in conjunction with the Seafair.

But even more important, the directors figure, are the extra visitors who have been attracted to Seattle, and have spent millions there. So Greater Seattle, Inc., is staying in business.

Too Far Off

DULUTH—Local businessmen's hopes for more defense work got a rude jolt last week. John M. Carmody, engineering consultant to the Small Defense Plants Administration, told the Chamber of Commerce that the laws of economics work against the Head of the Lakes area. "You are too far off the beaten path," Carmody said. "You are too far from areas of supply and too far from markets."

He pointed out that some Duluth plants have received subcontracts from prime contractors in other areas, and said SDPA would continue to help get more subcontracts. But he was very discouraging on Duluth's chances of getting any big prime contracts.

Keeping a Promise

SALT LAKE CITY—Campaign promises to cut taxes have a higher mortality rate than ducks during hunting season. But here's one duck that lived:

In the 1948 campaign for the Utah governorship, J. Bracken Lee promised voters a tax cut if he was elected. Most people here allowed that such a cut would be nice but doubted that it could be done.

Last week, however, Lee made good on his promise. New property tax notices no longer carry the state's tax of $6.60 for every $1,000 assessed valuation. On the basis of last year's tax bills, elimination of the state tax saves the average Utah property owner $1 out of every $6 in property taxes.

The cut was made possible because of an increase in revenue from state sales taxes and income taxes, more money coming in from land grants, and a cut in administration costs.

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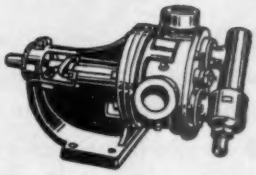


Fig. 124

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LABOR

Decisions That Just Won't Wait

● With the election over, the Administration must deal with major labor problems. Biggest of all is what to do about coal raise.

● Should it just ditch wage controls? That's one alternative.

● Or should it raise allowable levels by approving productivity increases?

● Or should it stick to the old basis by which WSB trimmed the miners' pay hike? That would mean a coal strike.

Labor problems will keep just so long. While the unions and the Administration, as kindred spirits, were preoccupied with politics, the campaign provided a convenient deep-freeze for a half-dozen problems. Now, with the election over, they will have to be faced.

Some of the problems are as specific and as obvious as the one involving John L. Lewis' recessed coal strike. Some are as general and as far-reaching as stabilization itself. In many ways all are related.

They bring up such questions as:

• Should the Administration suspend wage controls immediately?

• Should the Wage Stabilization Board now declare a productivity-raise policy (under consideration for about a year) and thus firm up controls at a new and higher plateau?

• Or should WSB go on processing wage agreements on a case-by-case basis—roughly allowing raises sufficient to cover cost-of-living increases, plus 5¢ additional as an unofficial productivity raise, plus a bit more liberal fringe benefits?

These are the alternatives that confront President Truman in the final days of his Administration. He must make up his mind quickly, to avoid a new flareup of coal mine walkouts.

A "yes" answer to either of the first two questions would give Lewis the full $1.90-a-day raise negotiated for the United Mine Workers—instead of just the $1.50 which WSB set as the "allowable" limit for a soft-coal raise (BW—Nov.1'52,p144).

• **Coal Strike**—A "yes" answer for the third question would uphold WSB's $1.50 decision—which gave UMW a trifle more than 5¢ over what the union had coming as a straight c-of-l raise. It also would set off a coal strike, for in sending miners back to work two weeks ago Lewis did not retreat from his position: Labor peace in the mines can be had only if miners get their full, negotiated $1.90-a-day raise.

From a tactical standpoint Lewis' position is sounder today than when he ended the recent week-long walkout. He now has an anthracite contract which, like that covering bituminous workers, specifies a $1.90-a-day wage boost.

The country could take a soft-coal strike for one to two months without any real hardship; stockpiles provide about a 77-day reserve against really severe effects of a mine stoppage. An anthracite strike would be a lot harder on everyone. Stockpiles are, as usual, negligible. Hard-coal employers and consumers would suffer, along with the miners.

With tieups of indefinite duration threatened in both anthracite and bituminous industries, it's a cinch some gimmick will be sought—at once—to assure miners their full $1.90 raise.

• **Railroads**—Other labor problems are largely in the railroad industry. At least two of them are pressing for an early solution—the union shop and the productivity-wage issues.

The demand of 17 non-operating unions for a union shop covering more than 1-million employees has been in the talk stage for over a year. The eastern carriers have given in. The western roads have mixed views and have offered a modified union shop. The Southeastern group says "no" with a firmness that may mean a fight. The Southern Railroad, however, has accepted a union shop for one or more of the cooperating unions.

The issue has been through the emergency board stage. Last February a panel headed by David L. Cole, the present director of the Federal Mediation & Conciliation Service, recommended a full union shop. Now the unions are talking of a strike vote. The non-op group has not had a major strike in 30 years.

• **Productivity**—All the railroad unions, operating and non-operating alike, are bearing down hard for a productivity increase. Their demand is in the White House, a step provided for in their contracts. Roger L. Putnam, Economic Stabilization Administrator, tossed this hot potato to the President, after two meetings with rail labor leaders. Truman probably will turn it over to his assistant, John R. Steelman.

The question before Steelman is whether the government already has a productivity wage policy. A typical railroad labor agreement says that, although the unions will not demand changes in rates of pay prior to Oct. 1, 1953, "if government wage stabilization policy permits so-called annual improvement wage increases, the parties may meet with the President of the United States, or such other person as he may designate. . . .

"If the parties are unable to agree at such conferences whether or not further wage adjustments are justified they shall ask the President of the United States to appoint a referee. . . ."

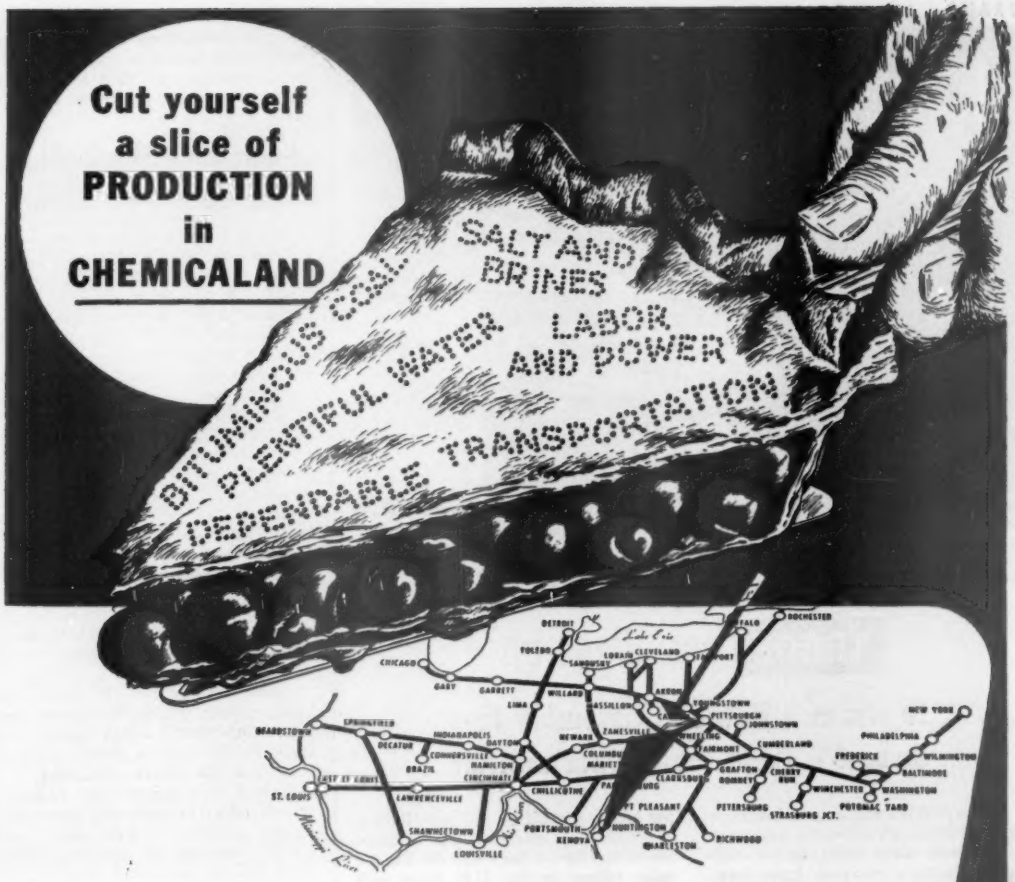
In the union's view, "the evidence that improvement factor wage increases have been permitted is overwhelming. The policy that has been applied, although not incorporated in a general regulation, is that such increases are permissible."

The rail unions' appeal to the WSB and to Putnam listed several hundred cases in which improvement (productivity) factor increases had been allowed.

• **Machinists**—In another field, AFL's International Assn. of Machinists is spearheading a new movement for greater fringe benefits for railroad workers under IAM contracts. The Machinists want seven paid holidays; increased premium pay for work performed on holidays, Saturdays, and Sundays; 15 days of paid sick leave a year, accumulative up to 60 days; jury pay at full pay for all time lost from work; and severance pay. The Machinists contend that "most" of these fringe benefits have long since been won by IAM members in other industries.

Rail disputes of lesser importance involve the Brotherhood of Maintenance of Way Employees, which wants a "stabilized employment" plan to meet

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the problem of layoffs in their craft, and the Brotherhood of Railroad Carmen, which wants to abolish a differential between rates paid for work on passenger cars and on freight cars.

Union Isn't Skeptical; Plant, Jobs Are Saved

When a company announces during an argument over work standards that it plans to shut down a plant permanently, the news is usually taken with a big grain of salt. But when Spicer Mfg. Co., division of Dana Corp., said it was closing a $10-million auto-parts plant at Pottstown, Pa., the United Auto Workers (CIO) took the company at its word.

Because it did, the plant has a new lease on life, and many Spicer employees can count on keeping their jobs.

• **High Cost**—The company complained in September that labor costs at the Pottstown plant were prohibitively high—it said it was getting only 5¼ hours' production for 8 hours' pay from many workers. It blamed "goldbricking" by many employees, and announced plans to move production to another plant in Toledo, Ohio, where it claimed output and labor-cost records were better.

UAW investigated. It denied the "goldbricking" charge, but agreed that production records weren't good. The union blamed Spicer's outmoded equipment and poor work scheduling.

Instead of a debate over blame, a serious effort to work out some satisfactory solution resulted. Spicer and UAW came out of extended discussions with an agreement aimed at saving the Pottstown plant and jobs. It provides:

• Spicer will move many operations from Pottstown to Toledo, at least temporarily, without the union putting up an argument.

• The company will undertake to modernize the Pottstown plant and put in new machinery, to increase its efficiency. As improvements are made in operations, to make them more economical, new work will be brought in to replace whatever may be moved to Toledo in the necessary readjustment period.

• As new work is brought in, UAW will be allowed to use its own time-study engineers to help set new rates and standards.

During the changeover period, the number of production workers may drop to as few as 800 of the present 3,000. But both company and union expect employment to bounce back up once the new equipment is installed. The goal is to provide as many jobs as there are at the present time, and, if possible, more.



SOMETHING SPECIAL IN STEEL FORGINGS

Giant Discs to Aid Study of Supersonic Flight

The steel disc on the trailer truck, like a coin from Brobdingnag, is something special in steel forgings. It measures 18 feet across and weighs 48 tons. It is one of eleven discs we are making here at Bethlehem Steel for something equally special – a wind tunnel to help aviation engineers study supersonic flight.

This forging is so big it couldn't be shipped by rail. So it is being moved on the highway, with a police escort moving on ahead of it to clear a path. It is on its way from our plant at Bethlehem, Pa., where our forging people turned it out, to Philadelphia, where it will be shipped by boat to Newport News, Va., for further machining. From there it will go by water to the Pacific Coast. Final destination is the Ames Aeronautical Laboratory, in California, where the wind tunnel is being built for the National Advisory Committee for Aeronautics.

The eleven Bethlehem forged discs will be the principal moving parts in the larger of two compressors that the designers say will create enough pressure to drive a blast of air through the wind tunnel's 8-foot-diameter throat at speeds of 2000 miles an hour and better. Models can be tested at speeds several times the speed of sound.

Power to whip up this torrent of air comes from four electric motors totaling 180,000 horsepower, which the designers point out is the most horsepower that has ever been harnessed to a single shaft.

NACA engineers are counting on this supersonic wind tunnel to help them learn more about flight at speeds faster than the speed of sound. They expect that it will have a powerful influence on future designs of supersonic fighter planes and guided missiles.

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LABOR EXECUTIVE Sayen has ended one-man rule of David Behncke. It's a . . .

New Leader, New Look for Pilots

After long court tangle, fight to head ALPA appears ended. Now, changes in union are ahead.

After 18 months of brawling, the Air Line Pilots Assn. (AFL) is at last down to one president—Clarence N. Sayen, who at 33 is perhaps the youngest head of any major union.

Sayen (pronounced sane) won undisputed leadership of the pilots' union when the U. S. Circuit Court of Appeals ruled recently that the union's executive board was within its rights when it ousted David L. Behncke—founder, and for nearly 20 years president of the union.

Sayen's grip on the top ALPA job tightened two weeks ago when convention delegates formally elected him to a two-year term as president.

While Behncke is plotting new moves in his die-hard fight against Sayen, it is unlikely that he will succeed in upsetting the convention decision. From a practical standpoint, Sayen is in.

• **Smooth Sailing**—For ALPA, this means an end to uncertainty and a quick return to internal stability. Policies can now be formulated. Contracts can be negotiated. The administrative machinery of the 7,771-member union can be tuned up to new—and badly needed—efficiency.

The series of developments over the past few weeks are hardly less important for the nation's 40 major air lines and the people who depend on them. Strife in ALPA threatened to split the union apart. A new group, the Air Transport Pilots Assn., was organized by anti-Behncke forces as a safeguard against a Behncke victory. Headed by Sayen, it would have fought, air line by air line, to take away ALPA's members and contracts. Planes and the flying public would have been grounded. Now that won't happen.

• **Background**—Behncke organized the ALPA in 1931. An ex-army pilot and barnstormer, he was then flying for United Air Lines. Stronghanded from the start, Behncke led ALPA through a strike over threatened pay cuts in 1932. A year later, he warned that a national tieup of pilots would be called if employers cut pay.

He got pilots' hours reduced from about 140 a month to 85, pay pushed up from $250 a month to present high levels—averaging around $1,000 a month. He pressed constantly for tighter safety regulations.

Nobody in ALPA belittles Behncke's contribution to the union. When, in 1951, ALPA's 217-man executive board voted to "retire" Behncke, it admitted the union's lasting debt to him; the board voted him a $15,000 a year salary for the rest of his life.

The complaint brought up then was that Behncke had come, through years



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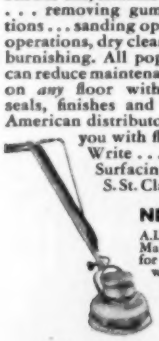
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of one-man administration of union affairs, to regard ALPA as his personal organization: His "dictatorial methods" gave members little voice in the union.

• **Court Fight**—Behncke's foes, who had first spoken up in unsuccessfully opposing his reelection in 1948, said members were "tired of Behncke's high-handed methods" of handling everything personally, and in just the way he wanted things done.

They cited the case of ALPA's new building in Chicago; authorized by the union at a total $500,000 cost, it was actually coming close to double that amount because Behncke had made 200 on-site changes.

Behncke scoffed at the charges. He challenged the ouster order in court. That set off a legal fight which had cost the union more than $200,000 at the time of the recent court decision.

During the court fight, Behncke won a court order restoring him temporarily to the union presidency. Angered pilots of Northwest Airlines notified the National (Railway) Mediation Boards, which handles air line cases, that "we feel that we no longer have representation" through ALPA; they threatened a strike. Other groups filed strike notices against other major air lines.

The Air Transport Pilots Assn. appeared on a standby basis. Behncke notified employers that he (as ALPA) would resist any effort to switch contracts to another union. The implications gave air lines a bad case of the jitters. Nothing came of strike and contract-fight threats. Behncke lost his long fight.

• **What Next?**—Now, the prospect is for ALPA to shape up as an entirely different kind of union—different from what it was under Behncke, different, too, from most other unions.

In the past, affairs have been in one man's hands and in one office, in Chicago. Behncke has functioned as a strong labor leader. In the future, Sayen plans to rely on professional staff people and on "democratic processes" in determining policies, thus personally functioning more as a labor executive than as an oldtime labor leader.

Moreover, union affairs will be decentralized, some to Washington, some to proposed new regions, with a still goodly number retained in Chicago. Behncke scoffs at this as "an inefficient government by committees." But the new leadership expects the plan to speed local negotiations and grievance handling, and to bring the union administration closer to the members.

Many pilots, including Sayen, regard ALPA more as a professional organization than as a union, even though it bargains for them—something professional groups won't do. Some ALPA members advocate changing the union into a professional society, similar to the doctors' American Medical Assn. Efforts to withdraw from AFL, as a step in that direction, were defeated two weeks ago.

In the past, pilots have been represented by an organization that has been a labor union, nothing else. Under Sayen, it will slowly turn into a labor union with many of the characteristics of a professional society.

Checking on Non-Communist Oaths

There are indications that things will get hot for pro-Communist union leaders who have sworn they aren't.

Union leaders suspected of harboring strong leftwing sympathies may soon find the climate getting hotter. For five years, their non-Communist oaths required under the Taft-Hartley law have gone unchallenged. Now, apparently, something is going to be done about tongue-in-cheek affidavits.

• **The Law**—Under Taft-Hartley, officers of unions that want to do business with the National Labor Relations Board must swear they aren't Communists, and that they are neither affiliated with nor supporters of "any organization that believes in or teaches the overthrow of the . . . government by force or by illegal or unconstitutional methods."

Most union officials have sworn to that honestly; some haven't. Up to now, the pro-Communist leaders haven't been molested. NLRB said it couldn't look behind the signatures on affidavits filed with it. The attorney general's office, too, ran into problems when it tried to get proof that oaths were false.

• **Crackdown**—Now, the issue of fraudulent affidavits is getting new attention. In the last two weeks:

• There were strong indications in Washington that the Dept. of Justice is getting set to seek indictments against a number of union leaders who are suspected of filing fraudulent affidavits.

• An assistant U.S. district attorney in Detroit sought—and got—an indictment against Mrs. Olga Zenchuk, former financial secretary of a United Packinghouse Workers (CIO) local. He charged her with falsely signing a non-Communist affidavit in 1949, alleged that a statement that she had resigned from the party was just "window dressing" for a false oath.

• And in Camden, N. J., Anthony



Why Burn Down Your House for Roast Pig?

IN ancient China, men ate meat raw. But one day, while Ho-ti the swineherd gathered mast for his hogs, his stupid son Bo-bo, playing with fire, burned down their straw hut. Bo-bo sniffed the odor of burnt pig. He touched one to see if it was still alive, scorched his fingers, put them in his mouth and was amazed at the delicious taste. Father came home and caught his son devouring a pig. Ho-ti tried one, too, found it intoxicatingly sweet and satisfying.

Thereafter, neighbors observed feverish building of new straw huts at Ho-ti's, followed always by conflagrations. The secret leaked and fires became widespread. In a few weeks even his Lordship's town house was on fire. Finally, straw for hut building disappeared from the market and young pigs could not be had for love or money. At last, after many generations, a wise man arose who said that a pig could be roasted without burning down an entire house.

Thousands of years later, we Americans feast deliriously on "roast pig." Accompanying our delights are fires of inflation, which can destroy our values just as certainly as the roasting of Ho-ti's pigs consumed his earthly possessions. But surely we need not await the coming of a sage to tell us not to burn down our houses to enjoy the delights of roast pig!

Let us unite to stop the ruinous flames of inflation. Curb wasteful and unnecessary government spending. Balance our Federal budget. Control our national debt and reduce taxes. Only in this sane way can we produce more straw and enjoy our houses, raise more pigs and eat them, too.

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THEY PAY FOR THEMSELVES

Valenti, business agent of a UPW local, was convicted of falsely swearing he was not a Communist in October, 1949 (BW–Nov.3'51,p36). Mrs. Sylvia Neff, also an officer in the local, had already been convicted on a similar charge, and is appealing. Both face up to ten years in jail and $20,000 fines. In denying them bail, a federal judge described them as "dangerous to the security of the nation."

Although the United Packinghouse Workers is involved in both Detroit and Camden cases, it is not classified as a leftwing union; it's firmly anti-Communist at the top.

Workers Can Kill a Union Shop . . .

. . . by voting to eliminate it any time during the life of a contract, NLRB decides.

A union-shop clause in a labor contract is good only so long as the employees do not vote to eliminate it. It is not automatically binding for the duration of the contract.

This new interpretation of Taft-Hartley restrictions on union-shop contracts has just been handed down by the National Labor Relations Board. It is bound to come up in discussion of revision of the labor law by Congress next year.

• **Conditional**—The decision, by a 3-2 vote, establishes an extremely significant precedent:

The right of a union to sign a union-shop contract under Taft-Hartley is only conditional, and subject to revocation at any time by a vote of the employees. Ordinarily, all contract provisions must apply for the whole term of the contract.

In this case, NLRB granted a union-shop decertification election requested by a group of employees in a Great Atlantic & Pacific Tea Co. bakery in New York City. The board rejected the argument of A&P and the AFL Bakery Workers' Union that their two-year contract covering these workers does not expire until next year, that the union-shop clause should stand until that time.

The dispute centered on the interpretation of 1951 amendments to the Taft-Hartley law. Until last year, the law provided that unions had to get approval of a majority of employees in an NLRB election before negotiating union-security clauses. Voting results over a four-year period showed that such an authorization was automatic in a vast majority of cases. So Congress in 1951 eliminated the expensive, seemingly pointless election procedure, but retained a provision permitting employees to withdraw their approval—in effect, to get out of a union shop through an NLRB election.

• **Argument**—Taft-Hartley does not specifically define what effect a vote withdrawing authorization has on an existing union-security agreement. So A&P and the union contended before NLRB that even if a two-year contract did not bar the decertification poll, the results should not take effect until the contract expired.

But the board majority held that a vote to withdraw authorization immediately relieves employees of the obligations imposed by a union-security agreement.

IUE Settles On GE's Terms

The International Union of Electrical Workers (CIO) has dropped its wage fight against General Electric Co. —but it isn't happy about it.

Left out on a limb—the only major union that hadn't signed with GE (BW —Oct.4'52,p156), IUE capitulated. It settled with GE last week (BW—Nov.1 '52,p36) on basically the same terms offered by the company as far back as Aug. 13, and since then written into contracts between GE and 78 other unions—including IUE's bitter rival, the United Electrical Workers (ex-CIO).

• **Short of Goal**—IUE had to give up its demands for a larger wage increase than UE got, and for more liberal holiday and pension benefits. But it warned: The union will renew its efforts to get substantial wage concessions when the present contract reopens on wages next March. The agreement runs to Sept. 15, 1953.

GE originally offered all its unions a 5.65% raise—of which 3.15% represented an offset for increased living costs between the date of GE's last settlement and Aug. 15. According to GE, 20 unions accepted the raise, got increases ranging from 7¼¢ and 13¢, retroactive to Aug. 15.

When UE and the bulk of GE's smaller unions signed up, living costs (reflected by a Sept. 15 index) were off slightly. UE and the others got only a 5.16% raise, which was retroactive to Sept. 15.

GE gave IUE a choice of the 5.16% or of waiting on either Oct. 15 or Nov. 15 index figures for determining the exact raise, to be retroactive to Oct. 15. IUE chose the Nov. 15 index—due in December.



In recent years the products of many industries have been *bought* rather than *sold*. Once again—however—an increasing number of companies are facing a gradual and often times imperceptible shift from a seller's to a buyer's market. For remember, America's productive capacity has practically doubled over the past decade.

What does this mean? It means competition will be a lot keener, and management must not only make plans for long-range *production* but for long-range *selling*. Buying resistances must be overcome. Company acceptance must be maintained. Markets must be developed and expanded. These objectives can only be accomplished with advance planning. And the time to start is now.

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Severance Pay . . .

. . . demand set by UAW for aircraft industry would cushion post-defense cutback. It's due to come up in 1953.

CIO's United Auto Workers has a new demand in the works for aircraft makers. It's an elaborate system of severance pay aimed at reducing the hardships to workers stemming from the industry's customary feast-or-famine operation.

The union figures that its severance-pay program will provide a cushion for aircraft workers against sharp drops in employment that come after a defense or war boom. The plan came out of a recent meeting in Chicago of UAW's aircraft department at which future bargaining objectives were laid out for UAW-contract plants.

• **Auto-Plane Parallel**—Besides severance pay, plans were outlined for a drive for full company-paid health-and-welfare insurance. And the union's aircraft wage goal of auto rates for plane workers on an industrywide basis was restated in stronger terms, because UAW thinks it has some new ammunition to back up its claims.

An arbitration award in the North American Aviation, Inc., case earlier this year held that there was enough similarity between cars and planes to justify a wage relationship between them, and that the pattern of wage movements "in the entire airframe industry" was a factor in the decision. This doesn't exactly say that auto and aircraft workers all over the country ought to get the same wages, but it's close enough for the union.

• **The Terms**—The severance pay plan would work this way: A worker would get $150 for every year of service, with a maximum of $1,500 when he is jobless because of an indefinite layoff or shutdown that lasts for six months or more. The union also wants benefits to be paid to an employee who quits, is discharged, or dies.

If an employee stays on the job after he is eligible for maximum severance pay, then the plan provides that the company should build up monthly annuities to begin when he reaches age 65. Amount of payments would be $2.20 a month for each year of service with a maximum of $66 to be paid monthly on retirement as a form of pension.

So far Bell Aircraft Co. is the only UAW company that pays for the whole health-insurance package. The union figures it costs Bell 6½¢ an hour for the plan but for other companies the cost would now run about 10¢.

The earliest that UAW can spring its new demands at a bargaining table is next February, when the Douglas Aircraft Corp. contract reopens on wages. Bell Aircraft has a reopening in the spring.

LABOR BRIEFS

Ogden W. Fields, onetime head of the National Labor Relations Board Employees Union (BW—Nov.1'47,p8Z), is NLRB's new executive secretary. He succeeds Louis R. Becker, who resigned to enter private law practice in Washington. Fields quit the union (which NLRB's general counsel refused to recognize) when he took a "management" job with the board, as assistant executive secretary, in 1948.

•

A 5% raise (averaging 8¢ an hour) will show up in pay envelopes of 27,000 AFL pottery workers on their last payday before Christmas. The U.S. Potters Assn., which represents makers of about 80% of the nation's dinnerware, negotiated the raise with the International Brotherhood of Operating Potters.

•

Three-year contract negotiated by CIO's Gas, Coke & Chemical Workers for 3,200 employees of the K-25 atomic-energy plant at Oak Ridge, Tenn., provides for 10¢ hourly raises. The increase, given to avert a threatened strike, has been extended to another 3,500 employees of two Oak Ridge plants under three-year AFL contracts.

•

Runoff victory for United Auto Workers (CIO) over International Assn. of Machinists (AFL) at Pratt & Whitney's new North Haven (Conn.) engine plant is highly important for UAW. It gives UAW a toehold in Pratt & Whitney, before this under IAM contracts only, and strengthens CIO's position in the aircraft industry. The vote: 935 to 872, was not enough to give UAW a real sense of lasting security.

•

A 4% raise is the pattern for the footwear industry with 220,000 employees. International Shoe Co., which normally takes the lead in the industry, settled at that figure with AFL and CIO unions representing its 21,000 workers.

•

Personnel shortages "in many areas" led Prudential Insurance Co. to extend its clerical work week from 35 to 37½ hours in offices throughout the country. Prudential announced last week. The company raised pay 10% to compensate for the extra hours.

•

A "package" raise of about 14¢ an hour



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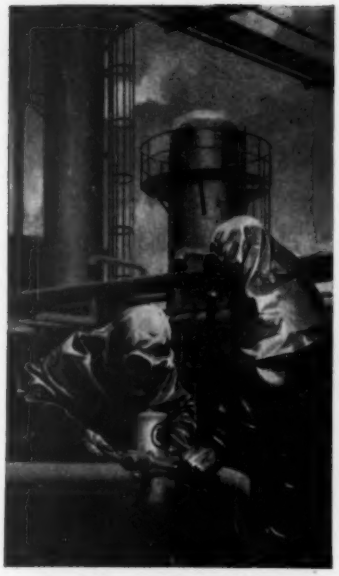
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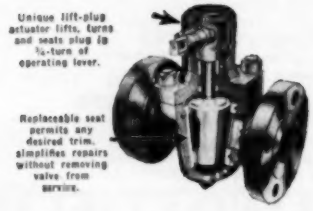
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Not as spectacularly as the Wright Brothers, La Coste, or Lindbergh, but Cameron has helped make aviation history, too. When the need for aviation gasoline became critical during the war, and again in the last year or two, alkylation units sprang up almost overnight. With them came the need for valves to handle the corrosive catalysts —hydrofluoric and sulfuric acid. The Cameron Non-Lubricated Lift-Plug Valve was designed specifically for that service. Test installations quickly proved that the lift-turn-reseat principle of this valve, which requires no lubricant, together with its separate, renewable seat which permits any desired trim to resist corrosion, was ideal for alkylation service. The advantages of this remarkable valve have since been recognized by all divisions of the petroleum, chemical, and process industries.

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—including a 4¢ hourly increase and a company-financed pension plan—is the basis of a new two-year contract between Armour & Co. and United Packinghouse Workers (CIO). The agreement, covering 30,000 Armour workers, may set a pattern for the industry.

•

Workers can quit the union they've selected as bargaining agent any time before a contract is signed, a Philadelphia federal court ruled two weeks ago. It O.K.'d withdrawal of 38 employees of Globe Automatic Sprinkler Co. from the International Assn. of Machinists (AFL), because IAM hadn't negotiated a contract with Globe 11 months after it won certification. Earlier, NLRB barred the group's leaving IAM until a year was up.



CHIROPODIST called in by an Atlanta mill has found over five years that . . .

Fewer Aches Mean More Efficiency

Five years ago, Fulton Bag & Cotton Mills in Atlanta, Ga., decided that a good pair of feet is as important to workers as a good pair of hands. It set up a foot clinic to cope with corns, callouses, bunions, and other foot ills (BW—May6'48,p26). Today, the foot clinic is as important to Fulton's 2,000 employees as any other part of its broad health program.

The company started the foot clinic with a $3,000 shoestring on an experimental basis in 1947—to see if better foot health, and less fatigue, would reduce absenteeism. It did, by a whopping 12%, and has continued since to keep workers physically fit and on the job.

• **Open Daily**—Currently, Fulton's foot clinic is open Monday through Friday, two hours every morning and afternoon. An Atlanta chiropodist, Dr. L. L. Henry, is custodian of the 2,000 pairs of employee feet. His services don't cost Fulton employees a cent.

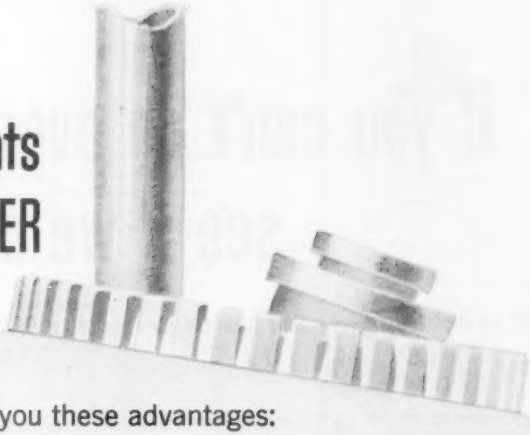
Most common worker complaint, says Dr. Henry, is a vague "aching feet" ailment by those whose work keeps them standing eight hours a day.

Dr. Henry usually cures the late-shift fatigue with foot pads, a course of home care, and a recommendation of a different type of shoe. That was what brought J. W. Whitten (picture, above) into the clinic recently. A pressman, on Fulton's payroll 24 years, he said his feet began hurting midway through a shift.

"I'd feel awful all over. I could hardly do my work," Whitten said.

Dr. Henry treated the workman's feet, provided pads, and prescribed a course of home care for the sore feet and a switch to a different type of shoe. Now Whitten's having almost no trouble from late-shift fatigue.

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—and it gives you these advantages:



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TAKES ROUGH TREATMENT—latex paints withstand scratches, abrasion, marring and washing.



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EASY TO APPLY—latex paints apply rapidly with the greatest of ease—dry quickly with no lap or brush marks.

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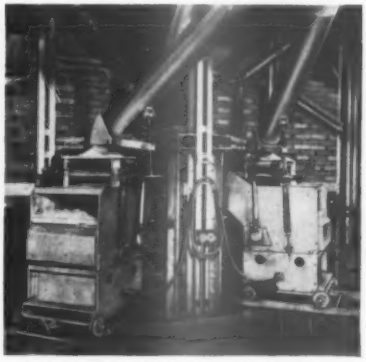
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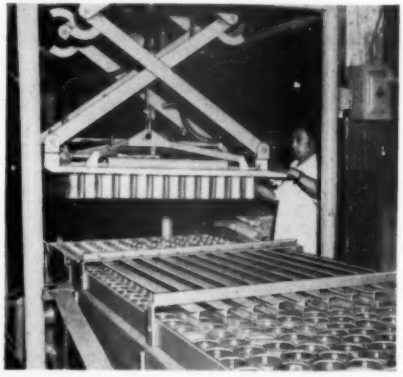
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New machine removes cans from process lines and palletizes them mechanically at high speed. A companion unit de-palletizes cans and puts them back into production flow for labeling and/or packing into shipping cases. Standard-Knapp has a full line of automatic packaging and handling equipment for industry.

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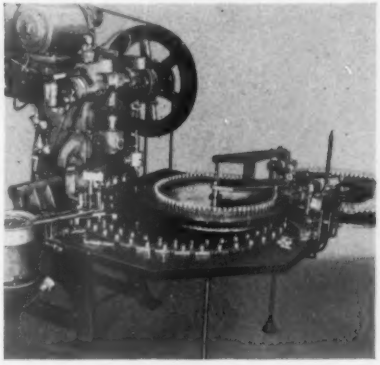
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On this machine are performed all the operations involved in manufacturing small batteries. It consists of a V & O Power Press and a V & O Dial Feed. Dial Feeds provide a mechanical means of handling successive assembly operations automatically or semi-automatically. They are, in effect, compact assembly lines built around a power press. V & O is equipped to design and build such tools to your requirements.

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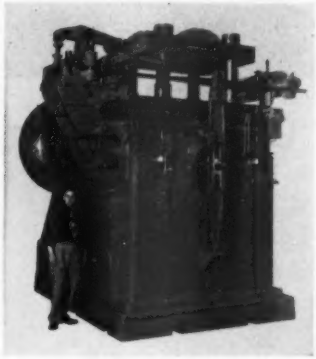


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OUR BOOKLET, "HOW EMHART CAN HELP" is available from any of the member companies. It demonstrates the design, development, and production skills here—clearly shows the unique combination of experience and know-how that you can put to use, no matter what you make.



They're rolling up the score in the "Copper Bowl"

It looks like a stadium for giants. Its "seats" are 65 feet wide, 70 feet high. It stretches a mile and a half across. It is the largest open-pit copper mine in the world — the Kennecott Utah Mine.

And in this "Copper Bowl" a team of drillers, dynamiters, shovel operators, locomotive engineers and other workers all pull together to get out the ore.

Together they produce about thirty percent of all the copper mined in the United States — more than one-half billion pounds a year. That's a "score" Kennecott is proud of. And it means a lot to a nation that depends so greatly on copper for industry and for defense.

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INTERNATIONAL OUTLOOK

BUSINESS WEEK
NOVEMBER 8, 1952

A BUSINESS WEEK SERVICE

No American President has carried such a heavy burden of world leadership as now falls on Eisenhower's shoulders.

Even as recently as 1948 the U.S. role in the world hadn't assumed its present staggering proportions. True, we had already moved to save Greece and Turkey. And we had launched the Marshall Plan.

But since 1948 the U.S. has organized the North Atlantic Alliance and the Pacific Pact; launched Point 4 and put foreign aid almost on a permanent basis; taken on the job of stopping Communist aggression in Korea.

•

Today there's not a single important area in the world—be it Western Europe, the Middle East, non-Communist Asia, or even Latin America—**whose future isn't largely dependent on U.S. policy.**

That's why free peoples everywhere are waiting anxiously to see Eisenhower in action. The governments of Western Europe have a dozen and one problems they want to toss in the new President's lap.

In Moscow, too, the leaders of world communism are trying to figure out what Eisenhower's sweeping victory means to American foreign policy.

•

Eisenhower's toughest foreign policy job is in Western Europe, notwithstanding the priority he has given Korea.

The new President must shore up the Atlantic Alliance. Mainly that means restoring confidence in American leadership, which has sagged badly during the past year.

•

Eisenhower starts with enough prestige and affection among Western Europeans to do this job. But it won't be easy.

Look at it this way: Democracy in Europe has barely survived the postwar period. Meanwhile the Soviet bloc has been gaining economic and military strength with amazing speed. Without continued U.S. backing, and personal leadership from Eisenhower himself, Western Europe could still crack up.

As the Europeans see it, U.S. backing must include support for their positions abroad as well as at home. For it's only Europe's remaining strength that holds Africa, the Middle East, and South Asia within the free world.

•

Eisenhower's biggest headache on the European political and military front is the Franco-German problem.

The U.S. has been pushing an economic and military merger of France and Germany—through the Schuman coal-steel pool and the European Defense Community. Now France is balking at EDC for fear West Germany will dominate it. And that's holding up German rearmament.

Before budging, the French want U.S. support instead of criticism in North Africa, more help in Indo-China, more military aid for their European defense program.

On North Africa at least, Eisenhower probably will be more sympathetic to France than the Truman Administration has been. But he's likely to be tougher in demanding an early start to German rearmament.

•

Finding a new basis for U.S. economic relations with Western Europe will be another tough nut for Eisenhower to crack.

Across the Atlantic, the new President will be judged largely by the speed and vision he uses in tackling this problem.

Right now Western Europe's dollar position has eased some.

But there's still no sound basis for long-term U. S.-European trade. According to European experts, there won't be until European currencies are convertible into dollars (with backing from a dollar stabilization fund), until more dollar investments are made in the underdeveloped areas of the world, and until U. S. tariffs are cut way back.

In a general way, Eisenhower probably goes along with these ideas. He has long been convinced of the economic interdependence of the Atlantic allies. But selling such a program to the new Congress is another matter.

•

It's in Asia where Eisenhower is most likely to produce a change in U. S. policy. For one thing, he's pretty well committed to end the Korean war.

It's just possible that Stalin has been scared by Eisenhower's victory, will soon be angling for a truce.

If not, you can expect new kinds of economic and military pressure on Red China before long.

Eisenhower, though, is well aware of two dangers involved in getting tough in Korea—the risk of splitting the Atlantic Alliance and the risk of provoking World War III.

•

There may be other shifts in our Asian policy:

- Chiang's Nationalist regime in Formosa will probably be nursed along with more care.
- Even if Red China comes to terms in Korea, there will be no thought of recognizing Peiping, as there might have been under a Democratic administration.
- In general, Eisenhower's Asian policy will stress the military side more and the economic side less than Truman's has.

•

Up to now Washington has looked on Japan in the North Pacific and India in South Asia as pivot points for our Asian policy.

But if Eisenhower begins to stress military matters, it may be harder to do business with India. On the other hand, Japan will become even more important to us.

•

Premier Yoshida's new government is pro-American. Yet it, too, has its troubles.

Rearmament is a case in point. As a price for Japanese military cooperation, Yoshida may have to demand heavy U. S. subsidies plus renegotiation of the agreements under which our troops now stay in Japan.

On the other hand, Japan's official attitude toward trade with Russia and China will remain unchanged—as long as the Korean fighting lasts.

•

Eisenhower will have problems aplenty in his own backyard. U. S. relations with Latin America have sagged to a low state.

Many of the good neighbors claim they're neglected, complain that the U. S. spends all its thought and money on Europe. Some worry that Eisenhower's long association with Europe will mean more of the same.

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"DADDY, FIX MY BABY DOLL?"

"WELL, sweetheart, I'm no expert on baby dolls, but I'll get it fixed. After this, how about carrying her like a real baby instead of by the arm?"

Accidents like this are soon forgotten. But accidents in *business*—if they're not handled quickly and sympathetically—can often have a lasting effect on employes.

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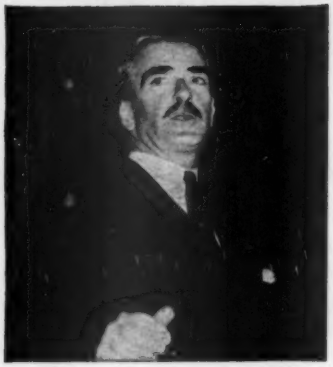
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QUEEN ELIZABETH may have a new Prime Minister next summer if Winston Churchill gives way to Anthony Eden. With British crisis over, what's sure is that . . .

Tories Tighten Their Grip

On Tuesday, as Americans went to the polls to pick a new administration, Britons also had their minds on politics. They were watching Parliament, where young Queen Elizabeth was opening a parliamentary session for the first time and aging Winston Churchill had a firmer hold over power than at any time since the Conservatives won office a year ago.

• **Swan Song**—This session probably will be one of the last Churchill will dominate as Prime Minister. He is expected to retire in favor of Anthony Eden, who is now Foreign Minister, after the Coronation next June. But Churchill goes back to Parliament this time fully satisfied that two factors have bolstered his position:

• His government has pulled Britain out of the economic crisis that threatened the country all last winter and spring.

• The Attlee-Bevan feud in the Labor Party has weakened the opposition.

Last summer, observers gave the Conservative government about one more year in office. That was how far popular support had swung back toward Labor. First there was the disillusion that followed the popular discovery that the Conservatives had no quick solution for Britain's economic troubles. Then many of Churchill's own supporters became disconcerted by the obvious lack of prepared policies, and by the Prime Minister's clumsy handling of such domestic issues as steel nationalization. On top of that came a textile slump, which brought widespread unemployment in Lancashire.

It wasn't until fall that the government's stock began to recover and its expectation of life lengthened out. By then several important things had happened:

• Britain had brought the income and outgo of its foreign trade into balance. That removed the threat of a run on the gold reserves and pushed the value of sterling up.

• The cost of living became stabilized just as the textile industry climbed out of its slump.

• Some of Churchill's senior ministers intervened to smooth out the "old man's" handling of public relations.

• **Bevan Revolt**—Just as the government began to look as if it knew what it was doing, Churchill got a break from the opposition. Aneurin Bevan, fiery left-wing Laborite, staged a revolt against Clement Attlee's leadership of the Labor Party. He captured a lot of rank-and-file party support with his opposition to rearmament and his attacks on the U.S. That gave Bevan the strength to win a sort of Pyrrhic victory at the annual Labor Party conference in September.

It wasn't until after the conference that Attlee mobilized the strength of the old guard in the Labor Party and the trade unions to show Bevan that he could not lead a party within a party. The fight had done the party a lot of harm by this time, had put it in a bad light in public opinion. Although Attlee has reaffirmed his leadership technically, no one thinks he has firm control. At the same time Bevan has aroused suspicion that his ambitions might take him beyond the democratic process.

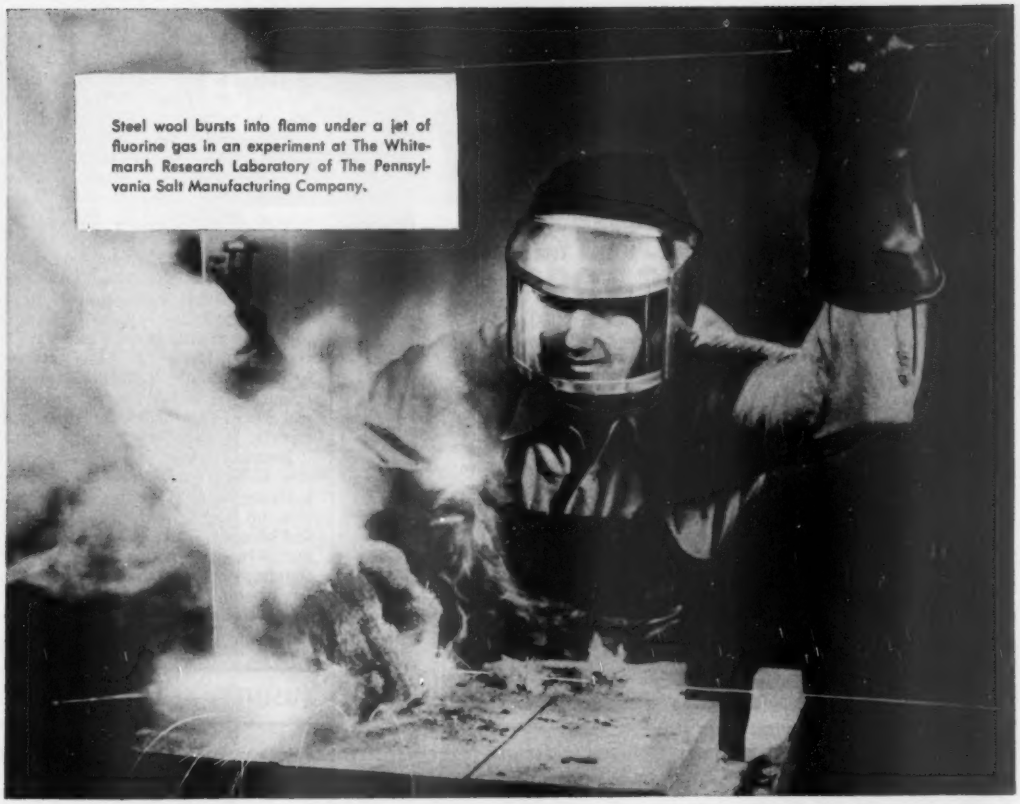
• **Gold Reserves**—There's no doubt that the Churchill government's achievement on the economic front has been a solid one. Last week sterling shot up in the world's foreign exchange markets. This week the British Treasury announced that London's gold reserves climbed by $82-million during October—the best month since the first quarter of 1951, just before the crisis hit.

During the first half of 1952 Britain itself had an export surplus of £24-million (not including U.S. aid), as against a deficit of £394-million during the second half of 1951.

This record has been achieved largely by a simply operated formula that Chancellor Butler laid down early this year: Britain will import no more than it can pay for.

The turn-around that occurred from the second half of 1951 to the first half of 1952 came about this way: Imports were down by £248-million while merchandise exports were up £111-million and invisible exports were up £59-million.

This fall Britain is running into sales resistance abroad. That's pushing export totals down. But imports are fall-



Steel wool bursts into flame under a jet of fluorine gas in an experiment at The Whitemarsh Research Laboratory of The Pennsylvania Salt Manufacturing Company.

When Metal Bursts into Flame

Imagine, if you can, an element so fierce it burns up steel. One that claws its way through firebrick . . . makes water burn like alcohol . . . destroys almost everything it touches.

That's fluorine for you!

And for over two hundred years chemists racked their brains to find some material that would hold fluorine. Hold it for even a few minutes' study.

Numerous materials – all considered dependably resistant to corrosion – were tried. Most went up in a flash.

Some few seemed to work, momentarily. But let temperature rise a trifle, or pressure build up . . . or a trace of moisture seep in . . . then dig out the wreckage and start over.

Finally Nickel and its alloys were tried. They work. They last for months where other materials failed in days or weeks. Today, you find Nickel and Inco Nickel Alloys in equipment that produces fluorine . . . in pumps and piping and valves where fluorine is compressed, stored, and processed. Nickel and Inco Nickel Alloys hold fluorine, even under heat and pressure. By the way, if you would like to know more about fluorine, ask us for a copy of "Fluorine Makes Its Debut."

When you have a metal problem...

If it's corrosion, it can't be any tougher than that caused by fluorine . . . and the solution may be found in Inco Nickel or one of the Inco Nickel Alloys. Inco corrosion engineers are ready to help you. They've prepared a Corrosion Data Work Sheet to make it easy for you to outline your problem to them. Write for it, without obligation, of course.

Or perhaps your metal problem concerns temperatures – high or low . . . stresses or fatigue resistance. Whatever it may be, Inco engineers will gladly help you find the answer. The International Nickel Company, Inc., 67 Wall Street, New York 5, N. Y.

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LESTER BEALL, America's leading graphic arts designer, has created ten original letterheads offered in Parsons' new portfolio entitled "How to Design a Letterhead". They are in one, two and three colors, with engraving, embossing, lithographing and printing—yet all could be made by your local suppliers. Mr. Beall also tells how you can design your own stationery. Write today on your business stationery for your free copy of this outstanding portfolio. Parsons Paper Company, Dept. 11A, Holyoke, Massachusetts.

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ing even faster. So there's no danger of a new trade deficit showing up for the second half of this year.

• **Things to Buy**—The slump in foreign demand for some British goods is actually helping morale for the Conservative government at home. For example, British car manufacturers now have plenty of cars to sell on the home market. This looks good to Britons who've been waiting for a new car.

The chief cloud hanging over the government is the threat of a slump in world demand for British goods. Unless total world trade expands in the next few months, Britain is bound to lose some ground in the fierce fight for contracting foreign markets. However, so long as the U.S. economy goes on operating at a high level, there's no real danger of a drastic fall in Britain's exports.

Business opinion in Britain is remarkably bullish today. The stock market is strong again after the recent break. You no longer hear businessmen say that an early return of Labor is certain. British businessmen, like their American counterparts, are expecting a Christmas retail boom. For the moment at least, this overshadows any fears of a downturn in general business activity.

BUSINESS ABROAD BRIEFS

European businessmen from France, Western Germany, Italy, and Belgium gathered at Milan last week for the first meeting of the Committee for European Economic & Social Progress. The organization is patterned after the U.S. Committee for Economic Development, but has no official connection with it. Like the CED, its objective is the formulation of progressive business views on matters of public interest.

•

Creole Petroleum will spend $35-million to double the 60,000-bbl. daily capacity of its refinery at Amuay Bay, Venezuela. That will bring Creole's Venezuelan investment up to $150-million.

•

Overproduction is the chief threat to the Japanese economy, according to the Economic Review Board. The Japanese agency says that production is 15% higher than Japan's domestic and export needs.

•

British machinists won't be able to work any longer to the notes of the U.S. song hit "Sugarbush." The BBC has banned the tune from its "Music While You Work" program. Reason: Some machinists have been hitting their machines in time with the handclaps that are part of the song.



POWER PROGRESS IN ITALY

Symbol of Rising World Economy

Typical of the rising strength and vigor of the economy of the free world has been the huge expansion in power generating capacity in Italy since the war. Utilizing the most modern equipment, new power stations and expansions of existing plants have vastly increased the flow of kilowatts to Italian industry and homes.

A notable example is the Marghera Station on the mainland end of the bridge from the ancient and beautiful city of Venice. Operated by Societa Termoelettrica Veneta, this station has recently completed a major expansion program which nearly triples its original capacity—from 50,000 to 140,000 kilowatts.

The Marghera extension is equipped with two large boilers designed and built by Combustion Engineering-Superheater, and a third, built to the same design, by C-E's Italian licensee, Franco Tosi.

As one of six Italian post-war power projects to use C-E Boilers, Marghera follows a pattern to be found in many other European countries, as well as in Latin America, Africa, the Middle East and the Far East—in fact, throughout the free world. Collectively these C-E installations are making an important contribution to the ability of nations to multiply their productive capacities and thus achieve higher standards of living.

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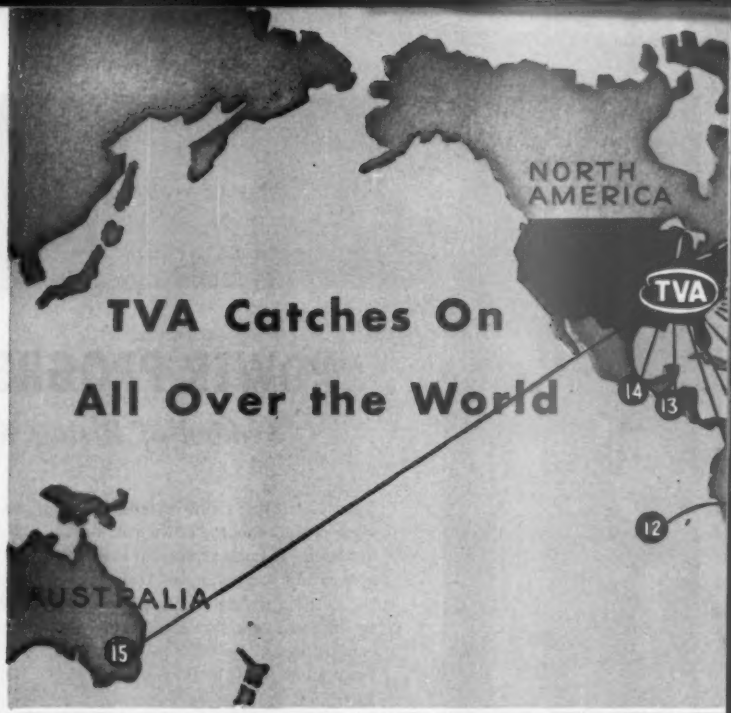
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See Clues on page 194



1. The Rhone Valley in France
2. Pilot Demonstration Project in the Middle East
3. Jordan River Development Plan
4. The DVC—India's Damodar Valley Corporation
5. India's MVP—The Mahanadi Valley Project
6. The Niger Valley in French West Africa
7. Uganda's Development Where the Nile Begins

Tapping U.S. Knowhow

The worldwide trend toward unified development of river valleys has been picking up speed ever since the Tennessee Valley Authority got into operation back in 1933. Since then, officials and engineers from 75 countries have come to Tennessee for a first-hand look, and for consultations with TVA experts. Right now, they're pouring into Knoxville at the highest rate ever. Last year 1,761 came; this year the rate will be about 25% higher.

France was one of the first countries to start the ball rolling. A year before TVA hung out its shingle, the French government had set up a commission to develop the Niger Valley in French West Africa. Nothing concrete had been accomplished, so representatives came to the U.S. to study the TVA setup. Now the French have succeeded in transforming 50,000 acres of jungle land into a productive farming area for 20,000 natives.

Today there are 15 projects, spread from India to Peru, that follow a pattern similar to TVA, and 21 other countries have adopted parts of the TVA idea. A few of these projects—such as the Rione Authority, which was set up by Uruguay in 1937 to develop the Rio Negro—got into operation soon after TVA began operations. But most have been postwar developments.

Many of these countries that are modeling their projects after TVA are getting on-the-spot help. TVA experts have traveled to almost every corner of the globe, and have taken key positions in such projects as the Jordan River Development Plan and Puerto Rico's Water Resources Authority. This month Neil Bass, former assistant to TVA's general manager, is going to India and Pakistan to study ways of harnessing the Indus River.

• **Other Projects**—Here are some of the projects around the world that are most closely patterned on the Tennessee Valley Authority:



8 Proposed Volta River Authority on the Gold Coast
9 Puerto Rico's Water Resources Authority
10 Brazil's Sao Francisco Valley
11 Rione—On Uruguay's Rio Negro
12 The Santa Corporation of Peru
13 El Salvador's Lempa Valley
14 Mexico's Papaloapan Basin
15 The Snowy-Murray Project in Australia

to Reclaim Waste Land

• India has two TVA-style projects in operation—the Damodar Valley Corp., and the Mahanadi Valley Project. DVC was set up in 1947 for the unified development of the 8,500-sq. mi. area drained by the 340-mi.-long Damodar River. Several dams (two are under construction) are to provide irrigation for 750,000 acres and 300,000 kw. of electrical power. MVP was organized in 1949 to do a similar job on the Mahanadi Valley.

• Puerto Rico's Water Resources Authority—often called "Little TVA"—got under way in 1941. Two hydroelectric projects have already been completed, four dams are being built, more are planned.

• Brazil passed a law in 1946 providing that 1% of the national revenue in the next 20 years be set aside for the development of the sparsely settled, 263-sq. mi. Sao Francisco Valley. The chief objectives for this potentially rich area are the control of floods, improvement of waterways, electric power. A program to wipe out malaria is going hand in hand with the development project.

• In 1949 Australia announced a development program for the Snowy and Murray rivers. After studying TVA, the engineers in charge came up with a plan to build 16 underground power stations. That's just a starter. Australia hopes eventually to develop this almost waste area into a valuable economic unit.

In several areas TVA-style plans are being held back for political reasons. The proposed development of the Jordan Valley is stymied by Arab-Israeli frictions. United Nations plans to develop the Middle East's water resources are held up while governments bicker over authority. And Nationalist China's plans for a Yangtze river project that would dwarf TVA in size and scope are on Formosa with the government-in-exile.



Here's why Industry is "digging in" in New Jersey

Recently a year-long study by the New York Regional Plan Association disclosed that industrial growth in the State of New Jersey has resulted in the establishment in the past five years of 1,135 new plants valued at nearly $90,000,000. These plants represent all types of industry and the total dollar investment in New Jersey alone is the heaviest of all in the rapidly expanding New York-Philadelphia metropolitan industrial area.

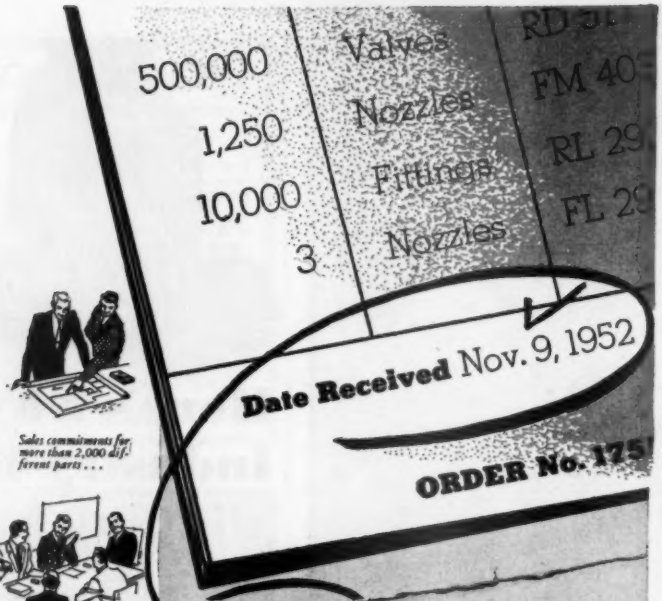
There are good reasons for this industrial boom. New Jersey offers a wide area of the finest industrial sites—easily accessible by the world's most modern Turnpike and interlocking superhighways . . . rail, air and water . . . to two of the world's greatest markets *and* to markets all over the globe. Hundreds of small, friendly communities welcome the influx of industry and are supplying comfortable, prosperous living for thousands of incoming industrial workers. Last, but not least, New Jersey corporate tax structures are extremely favorable to industrial decentralization and development—and residents are free of burdensome state income taxes.

Ample reasons, we believe, why many of the nation's great and soon-to-be-great industries have selected New Jersey for new plant sites.

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Europe's Trad

A few weeks ago at Strasbourg the Council of Europe came up with a plan to tie Western Europe and the sterling area together as an exclusive trading system. Under this plan, discrimination against dollar goods would become a permanent feature of European trade policy.

This Strasbourg proposal is a measure of how far the U.S. has fallen short of its postwar economic goals in Western Europe. It shows up the dilemma we face in our economic relations with that area—how far do you have to go with concessions on the economic front in order to make Western Europe a strong military ally?

• **Too Successful?**—In considering this question, you have to start with the Marshall Plan. It was designed not only to save Western Europe from communism, but also to get the area far enough back on its own feet economically to make currencies convertible and put trade on a competitive basis. Washington expected that we could achieve this job in four years—especially if the European countries would push toward economic unity. As part of a unity program the U.S. was prepared to have Western Europe set up a currency and trading system in which the members temporarily discriminated against dollar goods in favor of trade with each other.

Now the question is: Has a pattern of discrimination become so well established that it can't be broken? It's obvious from the Strasbourg move that this is a real possibility.

• **Two Prongs**—You can get a detailed and expert account of what's happened to European trade and payments during the Marshall Plan period in a book just published by the Council on Foreign Relations of New York City, entitled Trade and Payments in Western Europe (Harper's, $5), by William Diebold, Jr.

Diebold describes the efforts made by ECA and the Organization for European Economic Cooperation to rebuild the war-shattered European trading system. This was a double-barreled job. On the one hand, European currencies, with one or two exceptions, were not convertible one with the other, let alone with the U.S. dollar.

On the other, trade was hamstrung by a network of tariffs and import quotas. The result: a series of bilateral trade deals among European countries.

On the currency front, OEEC managed late in 1948 to get an intra-European payments agreement that helped to loosen up trade. Then, during the summer of 1950, this agree-

Still on Crutches

ment was replaced by the present European Payments Union.

EPU is about as complex a piece of international financial machinery as man has ever concocted. In brief, it operates this way: Each nation's trade surpluses or deficits with other members are set off against each other, leaving each with a single net deficit or surplus toward the union.

• **Quotas**—On the trade front, OEEC centered its attack on import quotas—since they accounted for most of the postwar increase in trade barriers. Once EPU got under way, OEEC managed to free about 75% of all intra-European trade from quota restrictions.

What you have under the EPU setup, then, is a trading system that provides (1) limited interchangeability among currencies of member countries based on discrimination against the dollar, and (2) trade concessions among the member countries that discriminate against U.S. goods. In short, this is the extent of the economic unity achieved by the Marshall Plan.

• **Pros and Cons**—Economists bitterly debate the merits of a system like this. On the one side, you have those who argue that removing barriers to intra-European trade leads to a more effective division of labor, lower costs of production, increased output, and a general rise in prosperity. As a result, Western Europe has been able to sell more to the United States, its goods can compete more effectively with American products in third markets, and it can produce efficiently for itself some products that were previously imported.

On the other side, there are economists who claim that by diverting trade from low-cost overseas suppliers like the U.S., to higher-cost producers within Western Europe, EPU has encouraged the growth of high-cost industries in Western Europe. The consequences are likely to be lower production, less effective European export competition on world markets, and lower living standards in Europe.

• **In the Balance**—Diebold doesn't try to settle this argument. In fact, he points out that EPU's real economic test is still to come. As he sees it, success will depend on whether the EPU trading area can be merged into a wider system of transferability and trade. In practice, that means a merger of the EPU area with the dollar area.

If this is to be the goal of U.S. policy from now on, the new administration will have to move fast to put our economic relations with Western Europe on a new basis. Otherwise, the threat made at Strasbourg might become very real.

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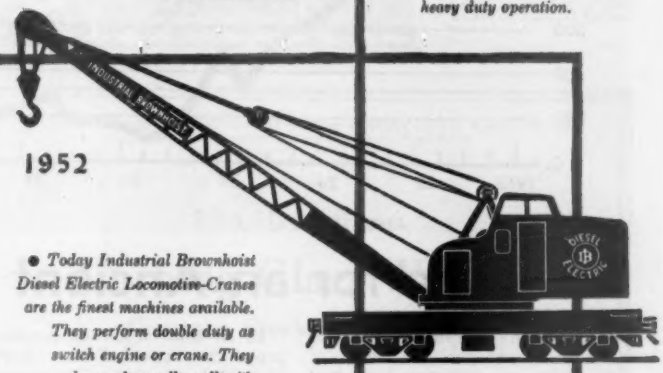


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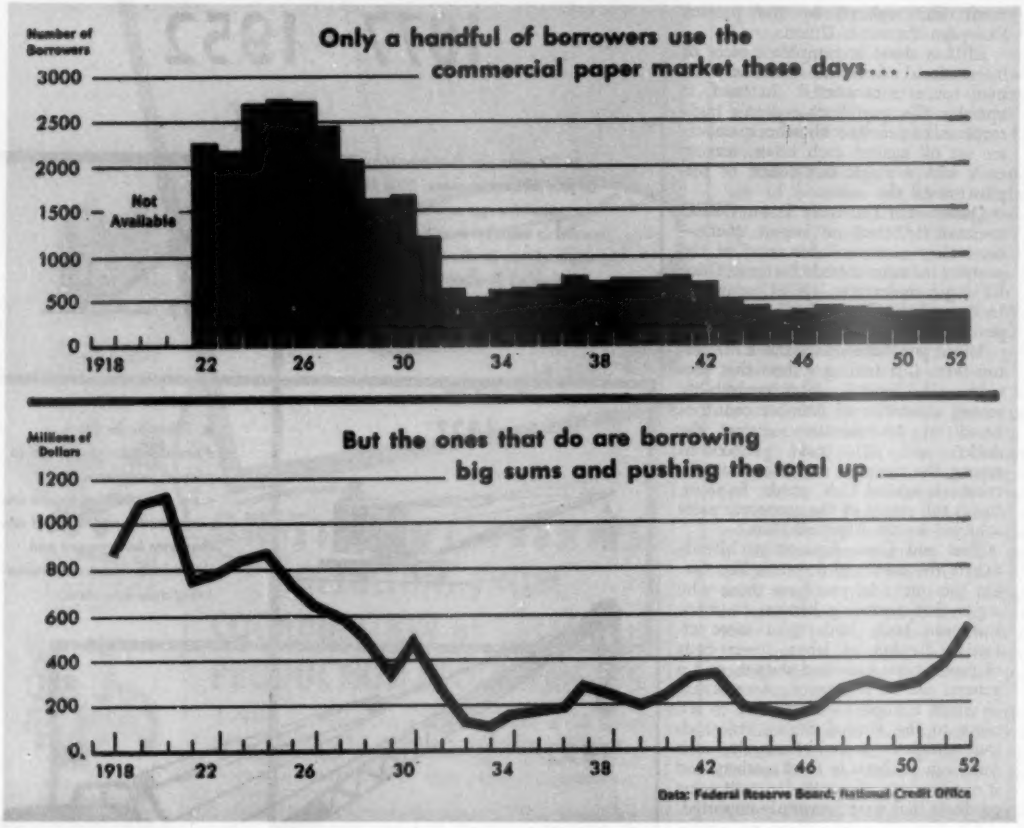
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New Life for an Ancient Market

Businessmen's record-breaking demand for credit—plus the desire of corporations and institutional investors to keep cash working temporarily at the best possible yields—has done a lot to put new life into an ancient and honorable method of short-term financing.

This is the sale of commercial paper (three- to nine-month promissory notes) in the open market by companies that want to borrow temporary funds, to investors who want to make temporary, impersonal, top-quality loans.

• **Popularity Poll**—Commercial paper has been used to supplement short-term bank loans for over 140 years. But during the past generation this financial tool has become a bit rusty (charts, above). Now there are signs of a revival, though the factors causing this revival may be temporary.

In its latest report on commercial paper, the Federal Reserve Bank of New York says that volume outstanding in the open market has reached $565-million. This is the highest level since April, 1928. It includes only paper placed through dealers; a few big finance companies place their paper directly with buyers.

There's more to the story. The charts show that (1) although the number of borrowers hasn't increased in the last few years, (2) the amount they're borrowing has risen steadily for several years, and (3) has jumped sharply in 1952. This is a trend for investors to watch, and a financing method more corporation treasurers might look into.

• **Machinery**—Here's how the commercial-paper market works: You want to borrow short-term money. You already have outstanding bank loans, and you could get further bank credit. But you want to take advantage of the lower interest rates paid on commercial paper.

Rates currently range from 2¼% up to 2⅜% on an annual basis, depending primarily on the financial position of the borrower. But rate also depends partly on the maturity of the paper—usually four to six months. That compares with 3% on bank loans to top commercial borrowers.

Taking with you detailed financial statements, audited by outside accountants, you go to a commercial-paper dealer. (There are still 11 dealers operating.) The dealer examines your figures with a pretty critical eye since his reputation depends on the quality of your paper. If he's satisfied, he'll buy it, deducting the interest plus a commission of ⅛% of face value. This

commission will add substantially to your interest cost. On six-month paper, it would be an annual rate of ½%—and you don't get face value.

Ordinarily, a dealer wouldn't be interested in blocks of less than $100,000, though he might take $50,000 if he felt your company had possibilities of further business. After all, on $100,000 his commission is only $250. You give him promissory notes in various handy denominations—$5,000, $10,000, $25,000, and $50,000 are most common. Even before your dealer gets this paper, he's likely to have offered it to his clientele.

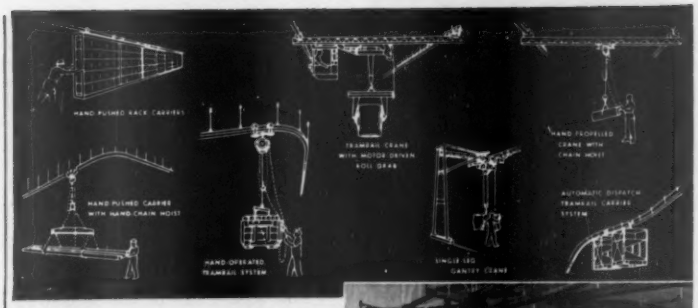
This consists mostly of banks. But these days it also includes an increasing number of corporations, pension funds, insurance companies, local governments, and other nonbank investors looking for places to keep money working temporarily. They buy the note at its discounted value, get face value at maturity.

• **Motives**—Such investors want a short-term, fixed-maturity investment, and so they're willing to deny themselves the higher yields available in longer-term loans and investments. All of them also like Treasury bills and certificates, but they can get a higher yield on commercial paper. In fact, the yield spread between commercial paper and bills has been wider in the last couple of years than it has been for a long while. This probably accounts for the increasing interest of nonbank investors in commercial paper.

There are reports that some corporate buyers have a tax angle. They buy paper with a maturity of more than six months. The difference between purchase price and face value is reported as a long-term capital gain, taxable at the capital-gain rate. The tax status of this practice is still uncertain. Dealers deny that very much of it is going on, point out that most commercial paper matures within six months, anyway.

• **Bank Viewpoint**—Banks have special reasons for liking commercial paper. A bank, for instance, may prefer to buy an impersonal six-month corporate IOU, which will pay off at the same time it has Christmas Club payments to make, instead of lending the money for six months at a higher rate to a customer whose rating isn't top grade. The customer may want to renew his loan, and a refusal might be embarrassing to the bank.

Banks outside the money centers often have more assets than they can loan, but for various reasons don't want to put them into government bonds. Right now, they can get nearly the same yield on commercial paper as they can on intermediate government bonds (three to nine years' maturity). Further, holdings of commercial paper



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are loans, and as such can be figured in a bank's bad-debt reserve as a deduction from taxable income.

So your paper sells quickly. Commercial-paper dealers say they could place a lot more if they had it. The best proof that they're not talking through their hats is that commercial-paper rates have lagged behind the rises in the prime bank rate for short-term borrowers. They've been practically unchanged since mid-1951, while during the same period the prime rate has gone up ½%.

• **Low Risk**—Once he has bought the paper, the buyer has 10 days to check your credit; he can return your paper to the dealer if he finds it unsatisfactory.

Generally, investors are pretty confident that when the maturity date comes they will get the face value of the paper. That's because there are so many different interested parties checking the financial condition of the commercial-paper borrower. It's difficult for anyone but a top-grade borrower to pass inspection.

The buyer, if he represents a bank, will probably check either directly or indirectly with the National Credit Office, a private mercantile credit organization that keeps close tabs on the positions of commercial-paper borrowers. And he most certainly will ask the opinion of a big-city correspondent bank (which ordinarily would have a strong credit department). He may also check other mercantile credit organizations, with the borrower's own bank or banks, and with his trade creditors. Any weak points in the borrower's position will usually become widely known—and fast. That's because every one of these parties has a strong personal interest in keeping up to date on a commercial-paper borrower.

This is why there has been no loss on commercial paper since 1936, though there have since been five cases of what the trade calls "embarrassment" (delays in payment).

• **Borrowers**—Though commercial-paper dealers quite naturally insist that all of the borrowers they handle are prime names, there is a rate differential. A big corporation tends to get the lower rate. But you may also find among the favored group a small company you never heard of before, whose financial statements have been long and favorably known to bank credit men all over the U. S.

What kind of companies borrow on open-market paper? The National Credit Office says that last year 398 borrowers went into this market. Of these, about half were manufacturers. Most numerous: textile companies, millers, leather processors, fabricators, and food processors, in that order. Finance outfits, including auto finance companies, small-loan concerns, and commercial finance companies, were next in importance. There were 76 wholesalers, most of them in the food and hardware lines.

All but one of these borrowers had net worth above $500,000—and most had net worth of $1-million to $25-million. There were 46 with net worth over $25-million. In this class, among others, are General Electric Supply Corp., May Dept. Stores Co., and General Mills, Inc.

• **Why They Borrow**—Most borrow for seasonal purposes, to carry inventory or trade receivables. Finance companies, however, borrow pretty much all year round.

Why do companies borrow on commercial paper? It's cheaper than through a bank, especially if the bank requires a borrower to keep part of his loan on deposit. But that isn't the only reason. Use of commercial paper allows a corporate treasurer to vary his borrowing strategy. He can use this method, for instance, to clean up a bank loan and to stay off the bank's books a while. By keeping some bank credit lines open, he has borrowing power in reserve to take advantage of special opportunities.

• **Few Users**—Commercial paper obviously can't be a substitute for bank credit, though there is some competition between dealers and banks for business. A borrower who doesn't have at least one line of bank credit would find it very hard to sell his paper. Bank loans establish his credit standing.

There are other reasons why commercial paper is less popular today than might be expected:

• Times have changed. During the later 1920s, many concerns that previously had relied on commercial paper were able to get equity capital and long-term debt capital. During most of the 1930s conditions were so tough that very few outfits could qualify as sellers. As conditions began to improve, World War II came along, and many companies found it easy to get defense financing. Furthermore, ever since the depression, companies have tried to plow back a large part of earnings into working capital.

• Trade observers believe, too, that the popularity of bank and insurance-company term loans since the war has done a lot to provide financing for companies that might otherwise have sought it in the commercial paper market.

• Banking conditions have changed. In earlier days, a lot of commercial paper was sold because local banks weren't able to supply enough credit. This appears to have been a big factor in getting commercial paper started, about 1810. But since the early 1920s, correspondent banking systems, branch banking systems, and bank hold-

ing companies have developed to the point where huge credit lines can be offered to a single borrower (BW–Oct. 4'52,p126). And big metropolitan banks are now out searching the whole U. S. for business, much more aggressively than a generation ago.

• On the buying side, a big reason for the original popularity of open-market paper was that it provided a fine reserve for banks. They could be sure of their principal on fixed dates, even during money panics. For instance, during the sharp readjustment of 1920-1921, commercial paper's record was excellent. Since the Federal Reserve System started in 1914, member banks have been able to rediscount commercial paper at the Fed. But during the past 20 years, a tremendous volume of short-term Treasury securities has become available to banks. Yields are customarily lower, but they are always immediately salable in the market. In recent years, banks have preferred to sell bills or certificates to get cash, or use them as collateral for loans from the Fed.

Cinerama: A Wall Street Hit?

Cinerama's Wall Street debut had speculators jumping. But the chase left a lot of them licking their wounds.

In its Wall Street premier, Cinerama –moviedom's sensational counter-threat to TV (page 132)–was as big a wow as it was on Broadway.

But when the receipts are all counted, Wall Street's attitude may not be too friendly. Many of the Street's conservatives almost wish the first-night had been a flop instead of a smash hit.

• **Top to Bottom**–They are joined by a lot of speculators–not just greenhorns, either–who jumped into the common stock or debentures of Cinerama, Inc., on the over-the-counter market. Things moved too fast for them in their chase after the fast buck. This is what happened:

• Cinerama's common stock, within six weeks, zoomed from $4 a share to above $9, then quickly dropped to $5.25.

• The 5% debentures (which are convertible into common at $3 a share) rocketed from 130% of par to 300%, then suddenly flopped to around 175%.

Maybe that didn't set any record for meteoric ups and downs in financial annals. But it gave most traders very little time to get in and out with a profit. It was even more spectacular because it all took place at a time when stock markets generally were going no place–when many blue chips, in fact, were sagging (BW–Nov.1'52,p100).

• **Forewarned**–The old timers say the losers have no one to blame but themselves, that they simply forgot an old Street axiom: Look before you leap.

All the facts were available, even a few storm signals were flying. A prospectus was to be had, telling all about the Cinerama setup; many staid financial houses even refused to execute buying orders for their clients.

• **Not All Bad**–This doesn't mean that the conservatives can see nothing good in Cinerama. Most will quickly agree that the three-dimensional movie gimmick holds much promise. Their fingers are crossed because of the runaway markets and the way traders ignored the financial facts of life.

Here are some drawbacks, as Wall Street analysts see them:

(1) Cinerama, Inc., is at best in much the position of the second seating at one of the old theatrical boarding houses, getting what's left on the platter. Even if the movie gimmick makes a lot of money, Cinerama, Inc., will be very much a junior beneficiary.

(2) The company will have a lot more stock outstanding to share in profits (through conversion of the debentures and purchases on warrants and options) when and if the business becomes a bonanza.

• **Split-Up**–Getting first crack at profits is the parent company, Cinerama Productions Corp. It holds exclusive rights both to produce and exhibit all the pictures made under the Cinerama patents. Its contract with subsidiary Cinerama, Inc., divides the profits this way:

Annual proceeds from the display of the Cinerama third-dimensional films, after payment of certain operating costs, will be divided by the two companies at the start on a 75%-25% basis, with the parent getting the big bite. Once Cinerama, Inc., gets $500,000, its share slides to 20% until it collects an additional $200,000, then to 15% where the next $300,000 is concerned, and thereafter to 10% of any additional amount.

• **Exclusive**–All Cinerama Productions Corp.'s shares are held by a small group. It includes Louis B. Mayer, until recently Metro-Goldwyn-Mayer's production head; traveler-writer-lecturer Lowell Thomas; Dudley D. Roberts, Jr., senior partner of the Big Board member firm of Roberts & Co.; and Merian C. Cooper, well-known movie producer.

Exactly how many shares of Cinerama, Inc., common (its only outstanding stock) are now out can't be learned



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definitely. As of Aug. 31, some $1.8-million worth were in circulation. But since then that figure could have been upped sharply. Up to then, for instance, only some $200,000 worth of the $1-million of convertible debentures sold last spring at par had been turned in for exchange into stock. Many more, because of price action of the shares, may have since been converted.

• **Sketchy**—Another factor contributes to the uncertainty. That is the stock-purchase warrants given the underwriter of last spring's convertible bond offering, Gearhart, Kinard & Otis, Inc. This financial house not only received an 11½% commission for its sales work but also warrants permitting it to buy 50,000 new shares at $3 each. (For selling 100,000 shares of new common a year earlier at a price of $2 each, the same house received a 15% cut of proceeds plus warrants, since exercised, to buy 20,000 additional shares at the $2 price.)

How much Cinerama, Inc., stock the parent company now holds no one will say exactly. This much is known, however:

Early this year, some 934,000 shares of Cinerama, Inc., common (a 53.4% interest) were owned by Reeves Soundcraft Corp. And at that time 500,000 shares of this bloc were under option to the parent (then known as Thomas-Todd Productions, Inc.) at a price of $1.50 each. What's more, the subsidiary some time back also contracted to issue and sell to the parent an additional block of 500,000 shares well below recent market prices. Under this option, on the completion and showing of its first production the parent can buy 200,000 shares at 60¢ each; after the second, 150,000 at $1; after the third, 50,000 at $2, another 50,000 at $3, and the remaining 50,000 at $6.

• **Word of Caution**—What does all this add up to? Here's how it appears to the Boston house of Lamont & Co., which recently prepared for public circulation a "report with a word of caution" on the situation:

"We have calculated that, under existing profit-sharing arrangements, revenues from the production and exhibition of pictures would have to come close to $35-million to produce earnings of $1 on the outstanding common stock. If outstanding debentures were converted and all stock options and stock purchase warrants exercised, gross receipts would have to rise nearer $50-million."

Since last year's gross of the nation's biggest movie unit only totaled $176,-million, such goals seem "at best . . . many years away." Before closing its report, Lamont warns readers that "we will not accept any orders to purchase this speculation."

FINANCE BRIEFS

The American Stock Exchange: That will be the new name of the New York Curb Exchange starting Jan. 5, 1953. Curb members "overwhelmingly" approved the change.

•

Business loans of New York banks moved up to another new all-time high—$8.2-billion—last week. The $48-million increase—eighth straight weekly advance—brought the loan expansion since midyear to $558-million vs. the $695-million rise in the same 1951 period. Principal new borrowers last week were public utilities, cotton dealers, and tobacco, metal and metal-products manufacturers. Apparel and leather manufacturers plus some textile trades liquidated some debts.

•

More stock of two prominent formerly family-owned companies went into the hands of the general public last week. Sold were 356,717 shares of Anheuser-Busch, Inc., at $22, and 104,104 shares of Corning Glass Works common for $67.50.

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Stock-split news: American Gas & Electric Co. will ask stockholders on Jan. 27, 1953, to approve a 2-for-1 split of its common. Bullard Corp. stockholders have just approved a 2-for-1 split.

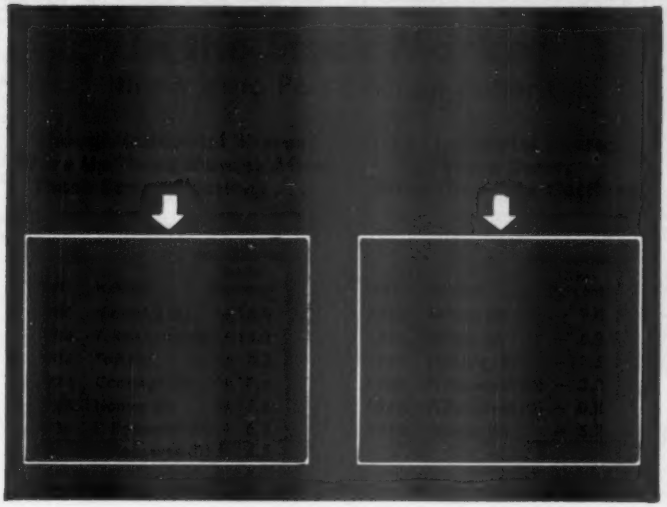
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New York State savings banks, now permitted to hold many stocks as investments, have just finished setting up a new open-end investment fund. Shares will be available to its organizers.

•

Union Bag & Paper Corp. will soon register an offering of 250,000 shares of new stock, with stockholders getting first crack. The money is needed for working capital. Price of the new shares will be announced later. The same shares now outstanding sold earlier this year as high as $50 in Big Board trading, are now around $44.50.

The Pictures—Cover by Carter Jones. Louis W. Braun—144; Don Cravens—32, 33; Martin Harris—122, 123, 124, 125; Int. News—160 (lt., bot. rt.); Bob Isear—102, 103, 104, 105; Carter Jones—182; Herb Kratovil—94, 95; Bob Lackenbach, Cal-Pictures—54, 55, 56; Bob Purdy, Associated Photographers—70, 71; Sandy Sanders, Atlanta Journal—152; Seattle Times—80; Wide World—160 (top rt.); Dick Wolters—76.



It's a Time to Wait and See

Gen. Eisenhower's landslide had an immediate rejuvenating effect on our aging bull market in stocks. But it's too soon to make up your mind whether the bull market will continue to flourish in the climate of the new administration.

You can find no clue if you study the market's action after previous elections in this century (table). True, the market has usually gone up during the three months after a Republican was elected, and has usually gone down after a Democratic candidate was voted into the White House. But the last time a Republican was elected was 24 years ago. Since then the market even acted well after two of FDR's reelections.

• **Elation**—It would be wise to view the market's ebullient action this week with a cautious eye. Many an investor and trader arrived at his office last Wednesday with a sense of post-election well-being he hadn't felt since 1928. As he saw the picture, certain groups—companies paying excess-profits taxes, the natural gas pipeline companies, and those oil outfits with tidelands holdings—seemed likely to benefit from a change in Washington policies. But the basic situation—the general outlook for corporate profits and dividends—hasn't changed since Monday.

So don't assume that Eisenhower's smashing victory is going to give the bull market a long-term boost. Maybe it will; but it might be smart to wait awhile. The election results aren't going to make it any easier for manufacturers to pass on rising costs to consumers. This is the reason for the decline in corporate-profit margins, which seems to be the key to the three-month lag in the bull market (BW—Nov.1'52,p100).

• **Long-Term**—Of course, the new administration would presumably be more effective about checking the rise in labor costs and income taxes. But it will take a long time for such policies to show results. Meanwhile, the squeeze on corporate profits will continue, unless consumers stop dragging their feet and become eager enough buyers to absorb the output of our greatly enlarged production facilities.

Moreover, fiscal policies of the new administration may well be less inflationary than at any time since World War II. Hence, it is not certain that our present bull market (which has already run for three years) will continue to make new highs, if the cost of living levels off—or, more particularly, if inventory values should start melting.

Eisenhower's financial advisers are well known to advocate a "sound money" policy. So the Federal Reserve system, which was able to reassert at least some independence even under Truman, should be able to control the bank credit that could feed inflation.

Don't conclude from all this that Ike's election is necessarily bad news for

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the market, either. Stock prices may be higher three months from now, or a year from now, than they are today. But if they do go higher, it won't be because of any miracles the election can work on corporate profits.

• **Tax Jelling**—Between now and the end of the year, the bull market will have to evade a possible pitfall: tax selling. Yearend extra dividends and better fourth-quarter earnings (compared with abnormally-depressed third-quarter profits) may be plus factors that could send prices up. On the other hand, some extras may be slimmer than last year. If prices don't go up, a sizable number of investors may decide to sell stocks in order to realize losses for tax purposes. There are plenty of stocks that could be hurt by this kind of selling (below).

Of course, there is also the possibility that lots of people who have potential stock losses may decide to hang on. In that case, they would be betting that stock prices will go up. Few expect to see any change in the capital-gains tax rate.

Among the candidates for possible tax-loss selling are some growth stocks—mostly chemical and drug shares. Their market position has definitely been altered by the election, because the Republican victory makes it almost certain that EPT will be allowed to expire next June 30.

But a change in Washington tax policy isn't, for example, going to change the basic situation of oversupply in the ethical drug field (BW—Oct. 18'52,p138). And it won't automatically lead to a revival in the greatly-expanded chemical industry. Things like that have to work themselves out.

Candidates for 1952 Tax-Loss Sales

Common Stock	Recent 1951 Close	Price vs. 1952 High
Abbott Laboratories	−22.8%	−29.6%
Allegheny Ludlum Steel	−19.8	−25.3
American Broadcasting	−19.8	−28.5
American Car & Foundry	−10.6	−26.5
American Maracaibo	−11.5	−34.3
American Sumatra Tobacco	−25.4	−30.4
American Woolen	−39.5	−40.3
American Zinc, Lead	−28.6	−33.6
Anaconda Copper	−21.8	−29.1
Argo Oil	−22.2	−39.0
Armour & Co	−29.3	−32.1
Atlas Plywood	−36.3	−39.0
Atlas Powder	−18.0	−28.1
Bell & Howell	−12.5	−33.9
Bigelow-Sanford	−28.3	−29.7
Bon Ami "B"	−33.3	−37.8
Braniff Airways	−33.8	−35.6
Bristol-Myers	−27.0	−29.3
Butte Copper	−29.0	−31.9
J. I. Case	−30.1	−36.3
Celanese Corp	−32.4	−31.7
Central Foundry	−29.5	−32.4
Cero de Pasco	−31.6	−36.9
Chickasha Cotton Oil	−21.0	−27.1
Chile Copper	−35.9	−38.2
Commercial Solvents	−41.1	−48.0
Consolidated Copper Mines	−31.2	−35.3
Continental-Diamond Fibre	−21.4	−24.6
Copper Range	−26.9	−32.9
Crown Cork & Seal	−28.9	−31.6
Crucible Steel	−24.3	−27.6
Davison Chemical	−24.5	−27.6
Deep Rock Oil	−15.0	−24.7
Divco Corp	−32.0	−32.0
Doehler-Jarvis	−19.6	−19.0
Evans Products	−22.5	−28.9
Ferro Corp	−22.8	−33.1
Follansbee Steel	−24.4	−32.1
Food Machinery	−24.5	−28.9
Foster Wheeler	−15.8	−21.0
Gabriel Co	−23.0	−24.2
Georgia-Pacific Plywood	−33.7	−34.4
Greenfield Tap & Die	−18.0	−22.6
Hammermill Paper	−12.7	−30.3
Hecla Mining	−25.1	−31.5
Heyden Chemical	−39.0	−40.0
Honolulu Oil	−23.0	−33.8
Houston Oil	−10.5	−27.6
Howe Sound	−24.0	−31.9
International Packers	−34.5	−36.1
Iron Fireman	−24.6%	−27.8%
Island Creek Coal	−22.7	−29.6
Jefferson Lake Sulphur	−16.9	−29.3
Kaiser Aluminum	−29.1	−30.3
Lion Oil	−13.7	−24.1
Loew's, Inc	−31.9	−35.6
Long-Bell Lumber	−28.6	−33.9
Magma Copper	−26.2	−29.5
Masonite Corp	−30.9	−39.9
Merck & Co	−23.3	−30.3
Mesta Machine	−21.0	−23.5
Mid-Continent Petroleum	−13.0	−26.0
Midwest Oil	−34.9	−29.8
Minneapolis Poline	−32.7	−31.6
Mission Corp	−11.5	−24.3
Missouri-Kansas-Texas	−47.8	−52.9
National Airlines	−24.8	−26.2
National Distillers Prod	−41.4	−41.4
New Jersey Zinc	−29.0	−28.7
Newport Industries	−32.5	−37.7
Nopco Chemical	−17.1	−30.0
Northern Pacific	+ 8.4	−26.8
Paramount Pictures	−11.4	−27.9
Parke, Davis	−26.9	−28.0
Patino Mines	−51.1	−55.9
Peabody Coal	−33.3	−35.3
Pennsylvania Salt	−28.9	−29.1
Chas. Pfizer	−25.0	−25.4
Pittsburgh Coke & Chem	−15.6	−28.0
Pittsburgh Steel	−18.1	−29.3
Publicker Industries	−23.5	−27.3
Quaker Oats Co	− 9.5	−22.4
Reynolds Metals	−13.7	−27.4
Reynolds Spring	−35.0	−38.1
St. Joseph Lead	−26.4	−32.9
Schenley Industries	−27.4	−29.3
Seiberling Rubber	−16.1	−32.8
Sharp & Dohme	−15.1	−21.6
A. G. Spalding	−18.6	−25.0
Spencer Kellogg	−31.4	−33.9
Standard Oil (Ohio)	−11.6	−22.7
Sterling Drug	−17.3	−26.9
J. P. Stevens	−24.9	−25.3
Texas Pacific Coal & Oil	−21.2	−17.6
Textron, Inc	−42.2	−43.3
TWA	−24.3	−23.2
United Paramount Theaters	−39.2	−43.2
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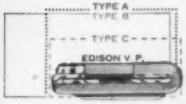
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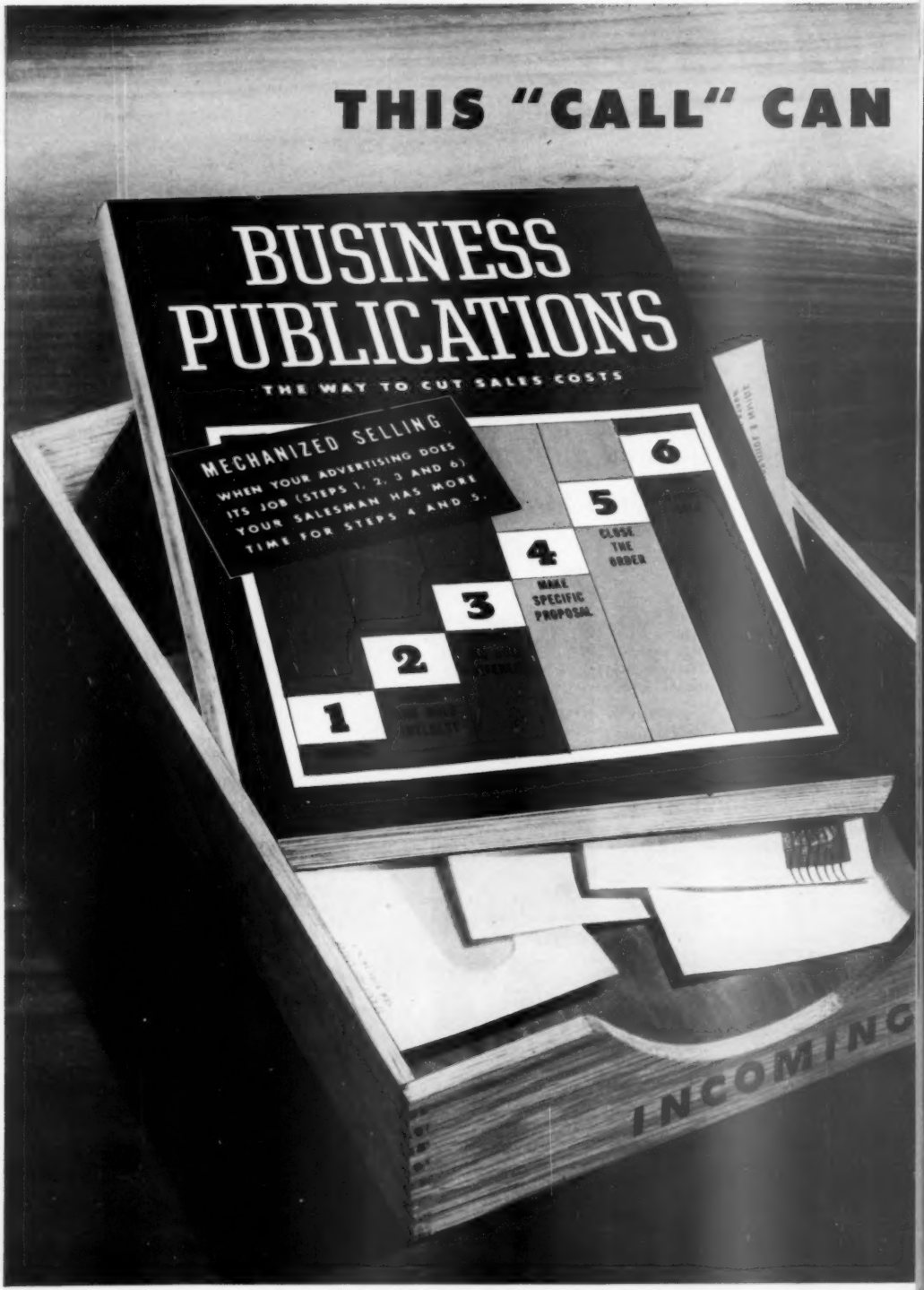
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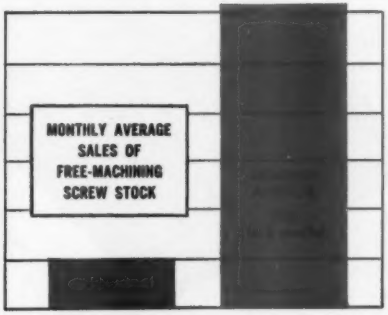
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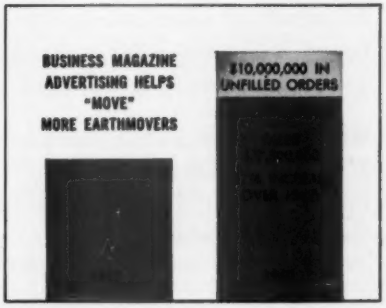
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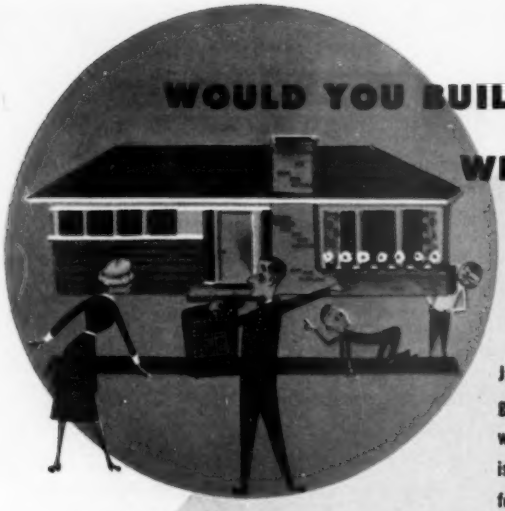
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PERSONAL BUSINESS

USINESS WEEK
OVEMBER 8, 1952



This year will probably be the biggest yet for Christmas business gifts—despite the coolness of some executives to stocking-stuffing (page 45).

Like it or not, many businessmen will find themselves sending along "a little remembrance" to customers, clients, and associates. And for those who do their own picking and shopping, the biggest problem is likely to be finding "something different."

•

There's no discernible pattern for handling business Christmas gifts. Probably the trend is to **centralized buying** (usually at discount) by companies, with two or three gifts picked for everyone to send. Price ranges seem to be narrowing, too; fewer extravagant or cheap gifts, more "good" ones.

Still, in a lot of companies, it's strictly up to the individual executive to pick what he wants to send.

•

The trouble is that business gifts are often for people who have everything, and who can buy anything they want.

That makes the choice difficult. But a couple of general rules—cited by people who give a lot of attention to business gifts—can help you in your hunting:

• It's probably best to **pick a present that a man can take home and share with his family.** It's better remembered, and it may avoid office comparisons. (Sending the gift to a man's home, of course, is an even safer tack.)

• **An extravagant gift is likely to backfire.** The customer may think you're trying to bribe him. An unusual present—priced anywhere from $5 to $20—is often more effective.

• **A gift that's too personal—say, a suit of clothes—isn't likely to warm up much goodwill.** Gift certificates probably offend some people, too—too much like cash.

• Finally, **beware of a gift that might rub someone's moral code** the wrong way. One company had an awful flop when it sent out a complete gambling kit in a handsome leather case.

•

Any executive is safe—though not flashy—if he chooses his gift from the list of old standards—food parcels, leather goods, desk items, and liquor.

If he wants something more spectacular, though, he'll have to hunt harder—even with willing helpers (business-gift sections of department stores, independent shopping-service firms), one executive took weeks before deciding to send leather-bound dictionaries. Another hit on the idea of sending a series of related gifts—a stadium blanket one year, a picnic basket the next, etc.

•

One thing to remember: **A present doesn't have to be costly to be effective.** One man made his biggest hit with an inexpensive packet of wrapping paper and ribbon "for your wife's present, which is usually the last bought and may have missed the pretty wrappings."

•

A man's gifts to his family are often less of a problem than those to his business friends. It's a rare wife who doesn't flag her spouse on what she wants.

In case you're kept in the dark by your lady, though, here are a few of the gifts that the high-fashion shops are suggesting: **little fur pieces**—belts, detachable collars, muffs, and capelets—in mink, seal, leopard, or ermine; jeweled and studded **pocketbooks; little gloves,** trimmed in fur, that go to the

wrist; velvet **housecoats**; separate **skirts**; and special packages of **hosiery** (one has three pairs of stockings, rolled to look like sausages, and some candy, all in a sheer Christmas stocking).

•

Withholding-tax reminder: If the number of your dependents has increased, you must file a new withholding certificate with your employer before Dec. 1 to make sure he cuts withholdings by the start of the new year. If you file after that date, employers don't have to give effect to the change until July 1, 1953—unless they want to.

Remember, too, that **a man who will reach 65 in 1953 is entitled to an additional exemption.** The same rule applies to his wife. And he can slice withholdings for the entire year, without waiting for the birthdays.

Anytime exemptions decrease, you must put through a new withholding certificate within 10 days.

•

Watch for a possible change in the rules governing stock options.

These options, offered by companies to employees, give executives a chance to buy company stock at a price usually below market value and hold onto it for gain. If the option is given at **a price of not less than 95% of fair market value,** the employee pays **a capital-gains tax** on the profit he makes on a sale.

If the option price is **below 95% of market value,** he runs into the **ordinary income tax,** either immediately or when he sells. The difference between the market price and the option price has been held to be compensation.

Now the Tax Court seems to be revising that stand. Here's how:

•

If an employer specifically gives you an option as something other than compensation, you have only a capital gain. That's what the court said in a recent decision.

Where an option is given **to attract a man to a job,** or to give him **a proprietary interest in the company,** there is no compensation—even though the option price is way below the stock's market value.

If the ruling stands, it could mean an open door to options at any price. The Bureau of Internal Revenue is appealing the decision.

•

If the cost-of-living index shows another drop this month, food will have done it.

Prices paid for filling shopping baskets skidded another 0.3% in the September-October period. A decline of 0.2% in August-September was the main reason the October price index registered the first dip since February.

•

At worst, the cost-of-living figure this month should be held to a standstill.

•

How much life insurance should a man carry to give his family an income of $200 a month? Here's a quick check of the face amount needed to cover various periods, assuming a guaranteed 2% dividend:

You need roughly $54,000 to protect your family for 30 years; $39,600 will cover 20 years; $21,800 will do 10. For five years, you need about $11,500.

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Baker of National Gypsum likes what he sees ahead:





"We'll have setbacks, sure, the timid will be discouraged . . .







. . . but we follow facts; the last 20 years is a cushion, so our plans are built on optimism . . .







. . . but old men don't stick their necks out, so I'm bound our successors will be energetic young men."

He's Betting the Boom Will Last

Melvin H. Baker (cover), board chairman of National Gypsum Co., likes to tell this story about a meeting in Washington with 10 economists.

"Every one of them," he says, "painted a pretty sad picture of the outlook for business. I told them: 'Nuts.'"

From the quotations above, it is not hard to see why.

• **No Such Word**—A building materials company, National Gypsum, is interested in the construction of just about everything except a storm cellar. As far ahead as management cares to look now, it can see no need to dive for cover.

To Baker it is a misnomer to call present levels of business a boom. Boom implies bust—and bust isn't part of National Gypsum's thinking. This doesn't mean management is looking through rose-colored glasses. Right now,



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Royal points with pride to an amazing new "Magic" Tabulator! Sensational new Carriage Control! Extra "Personalized" Key! 17 time-saving features! No other typewriter offers all these features.

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Modine UNIT HEATERS

". . . he lights into prophets of doom who call today abnormal prosperity . . ."

MANAGEMENT starts on p. 182

for instance, it is gearing itself for tougher competition, the possibility of some deflation. The whole company is alerted to (1) stress hard selling, (2) cut production costs, (3) upgrade quality.

But any suggestion that such loin-girding should include plans for retrenchment is quickly batted down. With Baker, the question is never: "How do we keep what we got?" It is always: "How do we get what we don't have?"

• **Nothing Abnormal**—In the past few months, Baker has been preaching this optimism outside of National Gypsum. In October, an article he wrote for Dun's Review, No Room for Gloom, got top notice in the financial pages of most newspapers.

Baker tempers his optimism, however, by shaking his finger at the tax load, government controls, and Washington morals. But he lights into the "prophets of doom" who look on the past decade as "abnormal prosperity." He admits there may be setbacks, but in the long haul he sees no big depression, no sickening return to overproduction and underconsumption.

• **Sitting Pretty**—Such unbounded cheerfulness about what lies ahead comes naturally to Baker for several reasons.

He and his company are right in the middle of the third-biggest industry in the U. S.—construction. Its growth the past 10 years has been phenomenal; to most observers the next 10 years look equally good (BW—May3'52,p88).

Besides, he says, management has to look at what has happened during the past 20 years realistically. When Baker does that, he finds his plans based on such things as the strong position of labor unions to prevent deep wage cuts; the Federal Deposit Insurance Corp.; a government committed to sheltering business at the first sign of a downturn; government-guaranteed easy payment mortgages; pensions; social security; and unemployment compensation.

• **Cushioned**—Baker can talk about such a semimanaged economy without bursting a blood vessel. He calls the economic facts a cushion the country always needed but never had before.

That cushion could mean a great deal to National Gypsum. It is the reason some people think Baker might play his hand differently if he were in any other business but building materials. Baker knows he holds some trump cards. For instance, if a major recession really hit the country, public spending

TURNING IDEA-PLASTICS INTO DOLLARS



Light bulb housing of Du Pont nylon plastic withstands heat, caustic solutions and vibration

An important sales feature of this automatic clothes washer is a light inside the machine which illuminates the interior when the washer is cleaned and emptied.

As shown in the cut-away view above, light is provided by a bulb enclosed in a protective translucent housing. The housing projects through a rubber gasket directly into the washing chamber. A material was needed for the housing which was translucent, tough in thin sections (0.040 inches), and could be formed by economical injection molding. It had to withstand heat from the light bulb without discoloring, splashing from hot water containing caustic cleaning solutions, and continuing vibration caused by the agitator.

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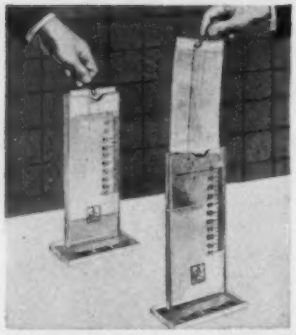
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". . . he already has a good idea who will take over. . ."

MANAGEMENT starts on p. 182

—on slum clearance, say—would be sure to skyrocket. National Gypsum could supply a big share of the materials.

If new residential building lags badly, there is always the repair and improvement market. National already is pounding that theme—add-a-room—in its advertising, is going to step it up in 1953.

When Baker spouts optimism, he always has these sensible hedges in mind. But even so, he feels that continued expansion will come as long as people insist on getting married, having babies, and living a lot longer than they used to. That plus new products and a bigger share of the market competitors now have will keep National climbing at a steady rate, Baker thinks.

• **Moving Over**—Baker's recent willingness to let the public know how he feels about the future may be partly because he has a new job. He had been president of National Gypsum since 1928, two years after he and two friends who had worked with him at the defunct Beaver Board Co. founded the company in Buffalo.

A little under a year ago he created a new post—chairman of the board—for himself, turned over the daily operations to Lewis R. Sanderson, now National's president. This step was the first gradual move by Baker to let go of the reins. But the day when that is finally accomplished is far away.

• **One-Man Rule**—Baker is still the boss—and biggest single shareholder. The treasurer, a vice-president, and the secretary continue to report directly to him.

As chairman, Baker keeps a close tab on things. He gets weekly reports and profit-and-loss statements from the 33 plants. He is finding it hard to back away from the business.

At 67, he is in robust health. One morning recently he was at a farm outside Buffalo for an early morning breakfast. At 9 o'clock he was in the field with his dogs flushing up pheasants. By 11 a.m. he was at his office. He spent the rest of the day visiting a plant outside the city, a housing development, and at 5:30 p.m. took some work home with him.

• **Mapped Out**—His main job now is to sell the company to outsiders and plan for the future. Lines of succession are being set up two levels deep. He wants young men 29 through 31 or 32 at the bottom level, another group 35 to 50 at the second level. He already has a good idea who will take over when present management drops out.

When that happens, the new man-



Filming Facts About Flames—Moving pictures like these—taken with a high-speed camera through a quartz window set in a test engine—help GM engineers probe for further facts about fuels and engines. It is typical of the pure research which has led to such advances as knock-free gasoline and high-compression engines.

Which comes first — Engine or Fuel?

To answer that question, we need first to ask what kind of engine you have in mind:

An engine for low-octane fuel—or an engine for high-octane fuel? An engine for the fuel of tomorrow—or the fuel of today?

The fact is, General Motors engineers are continually studying engines of all kinds, and meeting the challenge that each presents.

The Diesel, for example, is a very high-compression engine, using kerosene-type fuel oil. The challenge is to build a light, compact engine that develops high efficiency from this kind of fuel.

Jet engines will burn a wide range of petroleum fuels. The challenge is to improve their design and efficiency and bring down their production costs.

In automobile engines, we work first of all to give you a balanced combination of high performance and maximum miles per gallon from present fuels—and at the same time we work with dream jobs which use fuel so far beyond present standards that it must be laboratory-made.

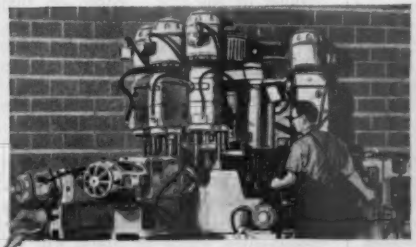
The point about engines and fuels is—neither comes first. The job is to bring the two together, with the best results and that is just what General Motors engineers have been doing, year after year.

All of which adds another reason why the key to a GM car is your key to greater value.

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agement will be handed the second-biggest gypsum-products company in the U. S. From one rich deposit of gypsum still being mined outside Buffalo, National has grown to a company with 33 plants, three ships, and 150 products.

• **Stretching the Line**—Most of National's sales are still tied to gypsum—wallboard, plaster, lathe—but there is now a whole shelf-full of Gold Bond trademarks. More are being added. Just this year the company bought Wesco Waterpaints, Inc., of Berkeley, Calif., to add water-thinned paste paints, dry powder, exterior masonry paints, and rubber base paints to its line.

From the start, National has been buying up other companies to get new products—acoustical tile, limestone, cement, rock wool, metal lathe. National won't commit itself, but it's a safe bet that some major purchase is in the works now.

On top of that, the company wants to boost industrial sales from 10% to 30% of its sales volume—and to make itself more self-sufficient in raw materials. It opened a fourth paper plant this year; next may come chemicals and paper bags.

• **Closing the Gap**—All this will probably mean that National will gain more on its big competitor, U. S. Gypsum Co. This year National sales will hit $98-million, against USG's $188-million in 1951. But USG so far in 1952 is lagging behind a year ago by several million; National is a modest couple of million ahead.

When you start comparing National with USG, it is hard to stop at sales figures. There is a big difference in philosophies. During the depression, for instance, both USG and National were buying up other companies. But USG stopped in 1945; National didn't. Sales in Baker's company more than quadrupled from 1942 to 1952; USG's tripled.

In 1950 Sewell Avery, guiding influence at USG, told stockholders: "Personally, I have been waiting for the ax to fall." In 1951: "We are starting nothing of any size." Baker, on the other hand, told his stockholders last year: ". . . pressing demand for new construction has not yet been satisfied."

After the war Baker spent $50-million for expansion. He added seven plants, bought three companies, three ships, and completely mechanized his production lines. Now he is building a new research center and is adding about 75% more space for the Buffalo headquarters, which he thinks will be 25% too small shortly.

You can't get him to say he'll ever catch up with USG, but he won't admit that it is impossible.

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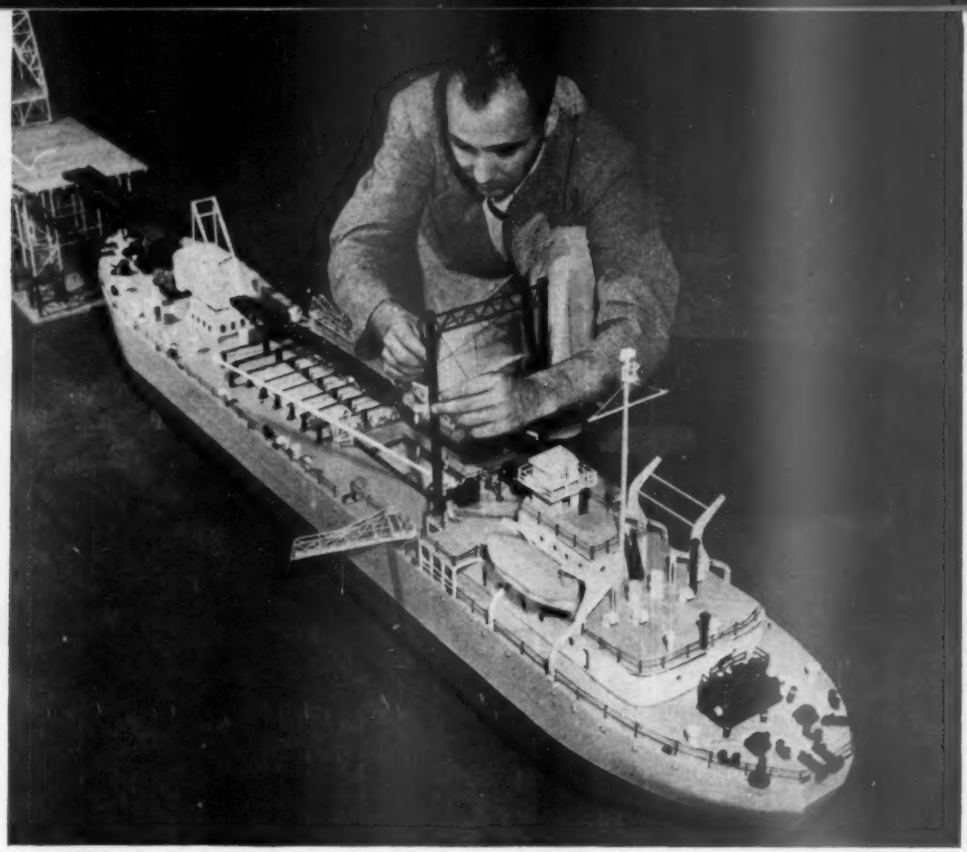
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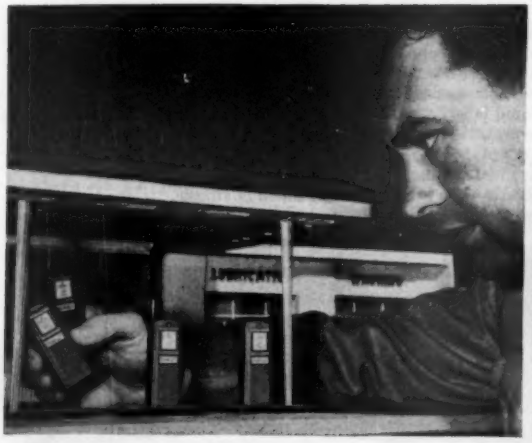
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Easy for Management

(Story continues on page 192)



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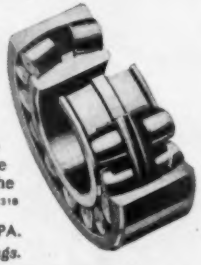
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PLASTER model of underground reservoir shows actual flow of gas in the field.

(Story starts on p. 190)

All that most engineers need to conjure up a picture of an end-product is a mass of detail on a blueprint. But to most management men, blueprints at best are difficult to read; at worst, they're pure Greek.

That's one reason Humble Oil & Refining Co., Houston, goes all out building models. A model is something that every management man trying to decide on some new development can pick up, feel, and see in perspective. Humble disclaims any credit for using any more models than other oil companies, but adds, "We certainly don't use any less." When the company wants a model, it usually calls in professionals to do the job.

The models are used at all levels—operational studies, planning, and demon-



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stration. Many of them are highly complex, others are simple as a child's toy. They run from complete drilling rig to tiny copies of service stations (pictures, page 190).

One big advantage is that models can act as a sort of industrial Esperanto—a common denominator of thinking for men with different backgrounds. For instance, in redesigning war surplus LST's into tenders for platform-mounted oil derricks in the Gulf, marine engineers needed the advice of drilling men. But the men who knew drilling didn't know ships—and found it hard to read ship-design blueprints.

The answer: a scale-model converted LST and drilling platform which all could understand.

MANAGEMENT BRIEFS

Charles R. Hook, chairman of Armco Steel Corp., and Langbourne Williams, Jr., president of Freeport Sulphur Co., will be the business representatives on a government economic mission to study industrial problems in Western Europe. Picked by Commerce Secretary Charles Sawyer, they'll investigate difficulties faced by private investment abroad and report to the Mutual Security Agency.

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Financial planning is the theme of American Management Assn. Finance Conference to be held in New York, Nov. 19-21. A case study of how it's done at the Monsanto Chemical Co. will be presented by the company's top comptroller, D. M. Sheehan.

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Nine Akron companies are financing a $50,000 survey by Battelle Memorial Institute to find out which companies in the city's "rubbertown" area are guilty of air pollution. Du Pont, B. F. Goodrich Chemical Co., and Louisville Refining Co. have jumped the gun on their own survey. All of them are starting anti-pollution programs before results are announced.

•

VIP Service, Inc., is offering companies a sales incentive package for employees. For $1,500, it will sell a company an expense-paid, seven-day trip to Queen Elizabeth's coronation in London next June. The sales prize includes a seat for the ceremony, hotel accommodations, and air transport.

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Business spending for research and development will be put under the microscope by Harvard Business School. The project has the support of several organizations, including the Dept. of Defense.

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The Problem of Social Security

In July of this year Congress passed a bill that boosted payments to more than 10-million persons on federal welfare rolls. The congressional act was in keeping with election time, when the politician tends to judge everything in terms of votes. It is significant that both parties in the 1952 election came out in favor of maintaining and expanding federal benefits.

But the thing goes beyond mere politics. Humanitarianism demands that those who need care shall have it. Social security is here to stay. The only question really is whether it is properly handled, and in proper scope. A re-examination of the problem needs to be made in light of the recently revised statute.

New Provisions

As a helpful aid, a recent statement issued by the National Industrial Conference Board gives the facts and figures of the new law, which goes into effect on Jan. 1.

In the first place, there are really two laws—one for veterans and one for nonveterans. Under the second fall old-age and survivors' insurance beneficiaries, recipients of public assistance, holders of various annuities, the unemployed. This is the larger class, and the more costly.

OASI payments for those already on the books were raised about 12½%, and provisions were made to compute payments to future beneficiaries according to a more generous formula. In addition, the retirement test was raised to allow a beneficiary to earn up to $75 without losing his OASI benefits.

The congressional act generally liberalized relief measures. Payments to the aged, the blind, the disabled, and dependent children will all be greater than in the past. This kind of relief is provided by the federal government in conjunction with the states. According to the new statute, Washington will contribute a larger share.

The veterans' share of federal security is in the form of compensation and pension payments. In 1953 the sum involved will come to about $200-million. The main reason for this is that disability compensation has been increased right down the line. But pensions for injuries not incurred in the services also have been extended.

Defects Noted

The facts pointed out in the NICB statement indicate there are certain defects in the newly revamped social security law. They need to be changed.

One was noted by President Truman when he signed the bill. He said then that it would be better to have but one class for persons disabled by injuries not connected with the services. That is, we should not divide veterans as such from the rest of the population. We agree.

Another defect shows up in the case of relief. As long as the federal government raises its contribution to state relief, there is no incentive for the states to follow suit. They are under the temptation to lower their own shares because this will not cause a cut in local relief.

From the economic viewpoint, social security has both good and bad features. It is, of course, one of the factors contributing to built-in inflation because it calls for a great output of government money; but for that reason, it is also a stabilizing factor in the economy, for the flood of purchasing power in the form of social-security checks which go out from Washington every month can undoubtedly be a cushion in time of recession.

With its good points and its bad points, the social security philosophy is unquestionably accepted by the overwhelming majority of our people, and the system will be broadened rather than narrowed over the years. Yet it is well to remember that it was not a search for economic security that built up the strength and welfare of America and gave our people the highest standard of living in the world; it was the American ideal of opportunity for all and the spirit of daring and enterprise.

It is one of the greatest problems of our time that in meeting the current yearning for security against the economic hazards of modern life, we take care not to smother the great ideal of opportunity. However far we may go in minimizing the harsh penalties of individual failure, we must continue to insist upon the incentive of generous rewards for success. In the long run, there can be no economic security without a system of opportunity to create and maintain the prosperity upon which alone security is based.

Good News from Detroit

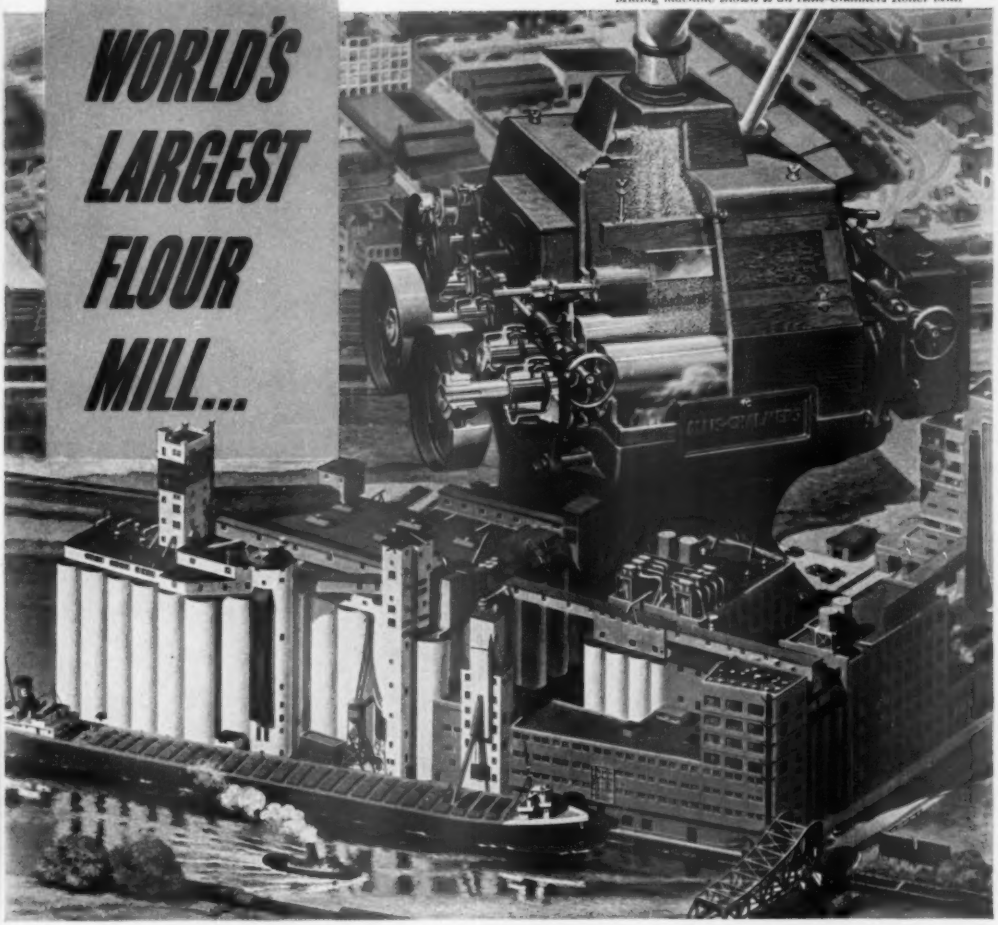
Both General Motors and Chrysler have said they will introduce air conditioning as optional equipment on 1953 models. We think it is clear evidence that the auto makers are going to return to their prewar competitive methods, which always included making their products more attractive to potential customers.

During World War II there had been a lot of talk about all the fine new products destined to come on the market when peace came.

These things didn't happen, however. The billions of dollars that the people had been forced to save because they could not find things to buy or had been forbidden to buy provided too much pressure. Manufacturers responded to that urge by rushing into production with face-lifted models of prewar products. This buying wave was the mainstay of the postwar boom.

Delayed recognition of the fact that sellers' markets don't last forever has led manufacturers to give serious thought to ways of boosting sales. Those are healthy signs, indeed. The more of them we see, the more sure we can be that American productive skill and ingenuity is still strong and effective. And the less of them we see, the less hope there is that American enterprise will fend off efforts to break its competitive spirit.

Milling machine shown is an Allis-Chalmers Roller Mill.



...gets the World's Greatest Lubrication Knowledge and Engineering Service

Into this giant General Mills plant in Buffalo, N.Y., go 89,000 bushels of wheat per day. Out of it flows enough flour to bake 5,625,000 loaves of bread!

Heart of this giant is the milling machine (like the one shown). Batteries of these machines, closely integrated with purifiers, sifters, agitators, conveyors, and other machinery, take whole-grain wheat and — through a long series of grinding operations — reduce it to flour of desired texture. Breakdown of any one unit stops an entire operation and reduces output.

To assure continuous production, General Mills protects its machinery with a Socony-Vacuum program of Correct Lubrication . . . has done so for the past 14 years. Famous Gargoyle oils and greases guard bearings and all other vital moving parts.

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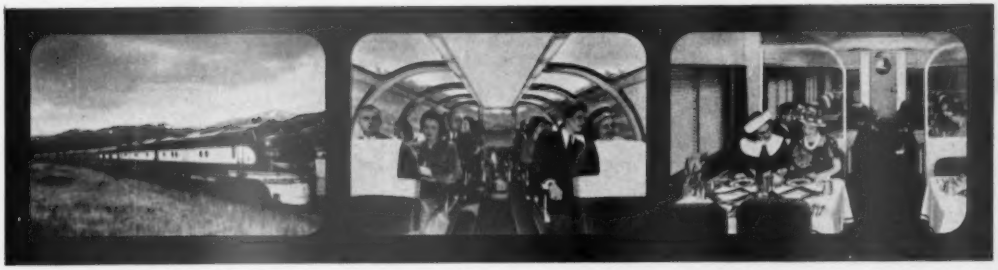
You can get this same high-quality protection for *your* plant. Call your Socony-Vacuum representative.

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SOCONY-VACUUM *Correct Lubrication*

SOCONY-VACUUM OIL CO., INC., and Affiliates: MAGNOLIA PETROLEUM CO., GENERAL PETROLEUM CORP.

Ride to Pike's Peak on an Eagle



IT'S UP... UP... AND UP when you take the Missouri Pacific's *Colorado Eagle* to Denver, "The Mile-High City". Passing through Colorado Springs you can see Pike's Peak, high spot of your Rocky Mountain trip.

NOTHING TO BLOCK YOUR VIEW in the Eagle's Planetarium Dome Car. You can look up, down, all around—through glare-resistant glass. Air-conditioning brings the fresh mountain air right inside your car.

GETTING HUNGRY? Then head for the diner-lounge and one of the Eagle's tempting meals. You'll enjoy it in smooth-rolling comfort with Timken® roller bearings on the axles. They helped make streamliners practical.

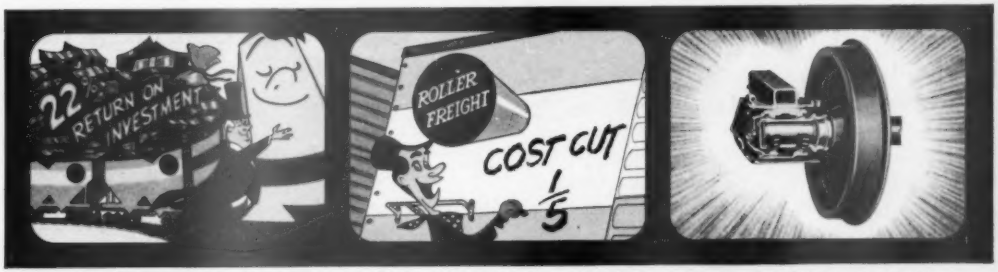
Now take the next great step in railroading



CONSTANTLY AT WORK to improve freight service, the railroads are beginning to lick the main cause of freight train delays—"hot boxes". They're finding the answer in "Roller Freight", freight cars on Timken roller bearings.

ON ONE RAILROAD, "Roller Freight" has gone 38 million car-miles without a single "hot box" delay. But freight cars on friction bearings average only 212,000 car-miles between set-outs for "hot boxes".

WITH "ROLLER FREIGHT", another railroad cut running time in half on a livestock run. With "Roller Freight", goods will reach you faster, fresher, in better condition. It's the railroad's big attraction for more freight business.



TIMKEN BEARINGS cut lube bills up to 89%, reduce terminal inspection man-hours 90%. Because they cut starting resistance 88%, trains start smoother with less damage to lading. When all railroads go "Roller Freight", they'll net a 22% return on the investment.

COST IS LOWER! Complete assemblies of cartridge journal box and Timken bearings for freight cars cost 20% less than applications of six years ago. Other products of the Timken Company: alloy steel and tubing, removable rock bits.

NOT JUST A BALL ○ NOT JUST A ROLLER ⊂⊃
THE TIMKEN TAPERED ROLLER ⊂⊃ BEARING TAKES RADIAL ◐ AND THRUST —◐— LOADS OR ANY COMBINATION ✳

Copr. 1953 The Timken Roller Bearing Company, Canton 6, O. Cable address: "TIMROSCO".

Watch the railroads Go... on **TIMKEN** *Tapered Roller Bearings*

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